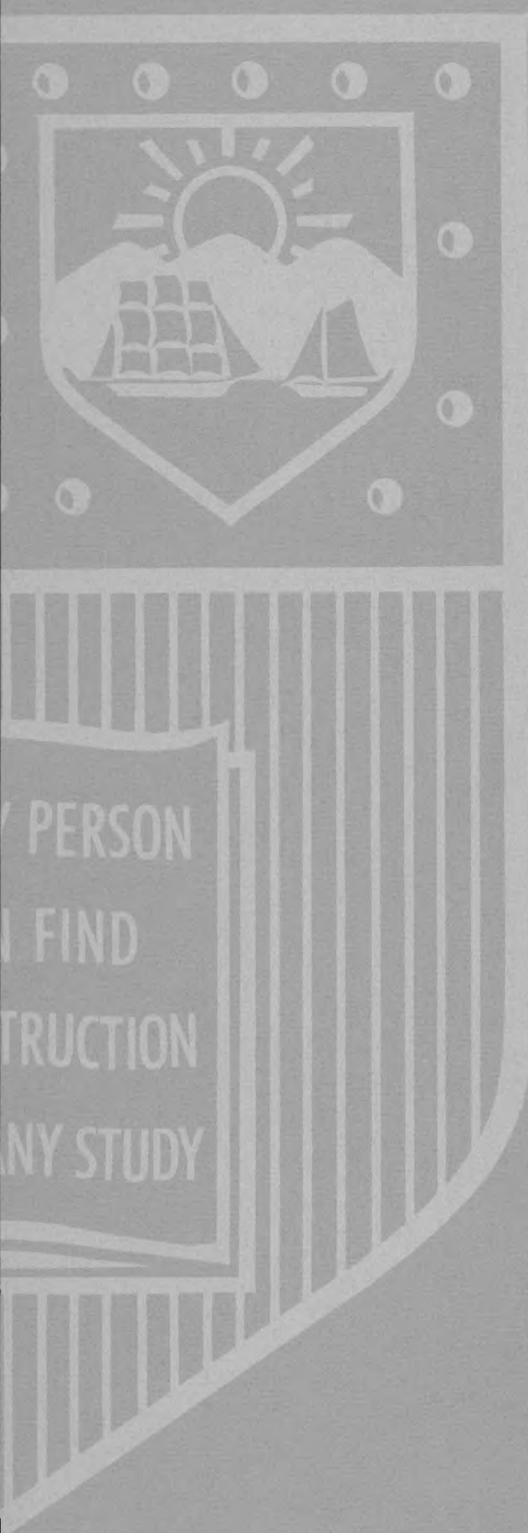


ell University Announcements



**School of
Hotel
Administration**



Cornell University

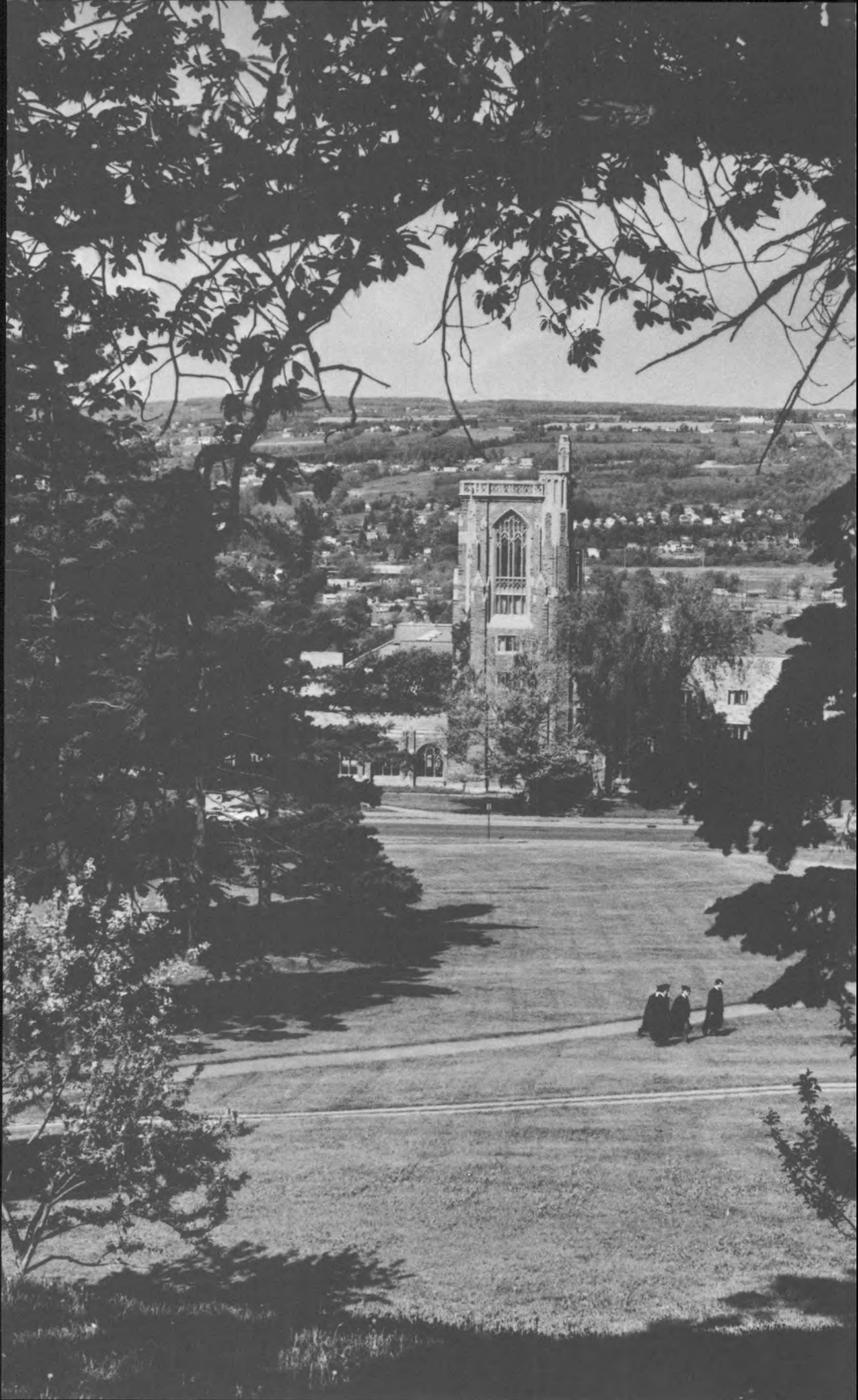
School of Hotel Administration

1974-75

Programs leading to professional careers in the management of hotels, motels, condominiums, restaurants, clubs, hospitals, and institutions generally, and in their design and equipment layout.

Cornell University Announcements

Volume 66 of the Cornell University Announcements consists of twenty-two catalogs, of which this is number 10, dated June 28, 1974. Publication dates: twenty-two times a year (four times in August; three times in January and March; twice in June, July, September, and November; once in April, May, October, and December). Publisher: Cornell University, Sheldon Court, 420 College Avenue, Ithaca, New York 14850. Second-class postage paid at Ithaca, New York.



Announcements

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The courses and curricula described in this *Announcement*, and the teaching personnel listed herein, are subject to change at any time by official action of Cornell University.

Correspondence

Following are the addresses to use in obtaining further information on specific questions.

Undergraduate Program

Application forms and academic requirements for admission: Office of Admissions, Edmund Ezra Day Hall, Cornell University, Ithaca, New York 14850.

The personal requirements for admission and interviews: Admissions Committee, School of Hotel Administration, Statler Hall, Cornell University, Ithaca, New York 14850.

The programs of the School, the content of courses, the requirements for graduation, and questions of financial aid to students: School of Hotel Administration, Statler Hall, Cornell University, Ithaca, New York 14850.

Credit against the practice requirement: Chairman, Practice Committee, Statler Hall, Cornell University, Ithaca, New York 14850.

Graduate Program

Application forms and general requirements for admission: Graduate School, Sage Graduate Center, Cornell University, Ithaca, New York 14850.

Interview arrangements, information about the School's program, requirements for graduation, and questions of financial aid: Graduate Faculty Representative, School of Hotel Administration, Statler Hall, Cornell University, Ithaca, New York 14850.

1974-75

Cornell Academic Calendar

Registration, new students	Thursday, August 29
Registration, continuing and rejoining students	Friday, August 30
Fall term instruction begins	Monday, September 2
Thanksgiving recess:	
Instruction suspended, 1:10 p.m.	Wednesday, November 27
Instruction resumed, 7:30 a.m.	Monday, December 2
Fall term instruction ends, 1:10 p.m.	Saturday, December 7
Final examinations begin	Friday, December 13
Final examinations end	Saturday, December 21
Registration, new and rejoining students	Thursday, January 23
Registration, continuing students	Friday, January 24
Spring term instruction begins, 7:30 a.m.	Monday, January 27
Spring recess:	
Instruction suspended, 1:10 p.m.	Saturday, March 22
Instruction resumed, 7:30 a.m.	Monday, March 31
Spring term instruction ends, 1:10 p.m.	Saturday, May 10
Final examinations begin	Monday, May 19
Final examinations end	Wednesday, May 28
Commencement Day	Monday, June 2

The dates shown in the Academic Calendar are subject to change at any time by official action of Cornell University.

In enacting this calendar, the University Senate has scheduled classes on religious holidays. It is the intent of Senate legislation that students missing classes due to the observance of religious holidays be given ample opportunity to make up work.



School of Hotel Administration

The School of Hotel Administration celebrated its fiftieth anniversary in 1972-73. In 1922, at the request of the American Hotel Association, a four-year program of instruction in hotel administration, the first of its kind anywhere, was established at Cornell University. The School began as a department organized in what was then the School of Home Economics of the New York State College of Agriculture, and a single professor, the late Dr. H. B. Meek, met with a class of twenty-one students.

The intervening years have brought a gradual expansion in the faculty, curriculum, student body, and alumni organization. In 1950 the former department became the School of Hotel Administration, and in 1954, the School was separated from those state colleges to become a completely independent academic unit within the University, a college in its own right with its own faculty and dean. The School now has a full-time resident faculty of twenty-seven, whose teaching activities are devoted exclusively to the development of the specialized programs offered by the School and to the instruction of its students. They are fully qualified in both the academic and practical aspects of their respective fields. Experienced in hotel and restaurant work, many are consultants to nationally important hotel and restaurant organizations.

The work of the resident Hotel School faculty is supplemented by the services of about sixteen other persons who offer specialized courses. Many of them are active hotel or restaurant executives, lawyers, accountants, or experts in advertising or human relations; they come to Ithaca from New York or Chicago at weekly intervals to bring, for study and discussion in the classroom, the current problems of their daily work.

Altogether the School offers some one hundred courses, totaling over 240 hours, developed by the School and designed expressly to meet the needs of its students. In addition, students have access without restriction to courses offered by all the other colleges of the University—courses of professional and of cultural value

—and they are guided and stimulated to tap generously the tremendous educational resources of the University.

In addition to the American Hotel and Motel Association, a number of other national associations, including the National Restaurant Association and the Club Managers Association of America, requested that programs be instituted to offer instruction in these fields. Members of these associations have provided financial support, have found places in their organizations for students and graduates, and have endorsed the curriculum on many occasions.

The late Ellsworth Milton Statler, creator of Statler Hotels, has been the School's principal benefactor. During his lifetime, Mr. Statler gave generously. Under the terms of his will, the Statler Foundation has continued to give generous support. The trustees of the Foundation have donated over \$7 million for the construction of Statler Hall, home of the School of Hotel Administration. To provide for adequate maintenance, the Foundation also gave an endowment of \$1,250,000. These and other gifts in support of the E. M. Statler Professorship, of research and publications, constitute a total of well over \$10 million.

In 1968, the heirs of the late Barney L. Allis, chairman of the board of Hotel Muehlebach in Kansas City, Missouri, contributed funds for visiting lecturers. In 1969, the Howard B. Meek Visiting Professorship was established by the Cornell Society of Hotelmen. In 1972, a \$1 million scholarship fund was established by the dissolution of the Taylor Scholarship Foundation, which had been founded in 1943 and directed by the late S. Gregory Taylor, owner of the St. Moritz and other New York hotels. After his death, the foundation was continued by his brother Charles, and his wife, Marica. Mrs. Taylor served as president of the foundation after her husband's death in 1961.

Other generous benefactors have supplied the impressive array of scholarships listed on pp. 20-25, thereby extending endorsement and encouragement to the School and financial assistance to the students.

Educational Objectives

The program of the School of Hotel Administration at Cornell is based on the premise that the School has two major responsibilities to the students: (a) to prepare them to perform useful and effective work in the economic society and to receive in return sufficient income to maintain a reasonable standard of living, and (b) to provide them with a cultural background that will enable them to participate fully in society and enjoy the results of their professional success.

Management of a hotel or a restaurant calls for a wide range of capabilities. Guests must be received with cordiality and provided with comfortable, well-designed and tastefully decorated surroundings. They need appetizing, wholesome food that has been wisely bought, properly stored, skillfully prepared, and graciously served. Various other conveniences in public areas, conference and exhibit rooms, communication systems, and travel services are required for proper guest service. Further, a staff of employees must be recruited, trained, and motivated to provide hospitable service. Moreover, all must be successfully coordinated to return a profit to the establishment's investors.

A curriculum that will prepare a person to plan, direct, and oversee such a complexity of equipment and services must draw upon nearly every branch of science, technology, and the liberal arts. Hotel students at Cornell study accounting, advertising, chemistry, communications, computers, economics, engineering, finance, food preparation, law, literature, marketing, meat products, nutrition, personnel management, psychology, public relations, and sanitation among other subjects. In addition, they have ample opportunity to partake of an extensive variety of subjects through the elective program. Most courses are approached in the light of their specific bearing on the hotel and restaurant business, but the breadth is such that while students are receiving thorough preparation for their chosen career, they are also achieving a basic liberal education.

Statler Hall

Statler Hall is a unique educational building, designed expressly to meet the needs of the faculty and the students of the School of Hotel Administration. The building is in three parts: a classroom section, a practice inn, and an auditorium with full stage facilities. The classroom section, a substantial five-story building with over 115,000 square feet of space, is augmented by about 50,000 square feet of office, classroom, and laboratory space in the Alice Statler Auditorium wing. For instruction and research, these two sections provide nineteen lecture rooms,

three auditoriums, sixteen laboratories, and sixty offices, all designed and equipped with the latest instructional equipment. Students also have their own lounge with a fireplace, radio, television, and serving pantry.

The Howard B. Meek Library provides an extensive collection of publications numbering over 16,000 volumes, on hotel and restaurant operation and related subjects. The library has been the recipient of many gifts of display materials and personal collections. Among them are the Herndon Collection of 1,600 books, including many rare items; the J. O. Dahl Memorial Library; the books of W. I. Hamilton; the "Oscar of the Waldorf" (Oscar Tschirky) Collection of autographed dinner menus and memorabilia; the Pinco Collection of menus, dating back to the early 1900s; and the Vehling Collection of rare books and prints (about 500 of each) depicting the history of food and its cookery, the latter a personal gift from the late Mrs. Alice Statler.

Statler Inn, the practice inn, contains fifty-two guest rooms, including two suites, a fully equipped front office, and appropriate lounge areas. The Inn also has a variety of restaurants seating a total of 1,000 people: a formal dining room for 200, five private dining rooms for 8 to 100, two self-service restaurants for 150 and for 200, a cocktail lounge, and a ballroom for 400.

The Inn's facilities constitute a realistic laboratory for student instruction in operational procedures and managerial responsibilities for the hospitality industry. The School is fortunate in being able to develop for its students a close relationship between theoretical and practical instruction through the use of Statler Inn.

Workshops and Seminars

From a modest beginning, the workshop program of the School of Hotel Administration has progressed to where today the members of the faculty are involved with the planning and presentation of some sixty workshops annually. These workshops have been staged in Ithaca, around the United States, and throughout the world. Some of the programs are open to all applicants while others are more specifically designed for executive participation exclusively. The School also conducts corporate workshops and seminars and for many years has worked closely with the armed forces in the area of continuing education. For detailed information, interested persons should write to Professor Donal A. Dermody, Director of Workshops, School of Hotel Administration, Statler Hall, Cornell University, Ithaca, New York 14850.

Industry short courses are conducted around the globe. Professors Dermody, workshop director, and Dunn, resident curriculum coordinator, review an overseas seminar plan.



Short Courses and Special Programs

During the summer, the School offers a series of short courses for persons actively engaged in hotel and restaurant work throughout the world. These courses range from one to three weeks in length and cover such topics as hotel and motel operation, advertising and sales promotion, personnel methods, food and beverage control, restaurant management, menu planning, quantity food preparation, food facilities engineering, housekeeping, restaurant accounting, hotel accounting, interpretation of hotel statements, and properties management. Requests for detailed information should be addressed to Summer School of Hotel Administration, Statler Hall, Ithaca, New York 14850.

The School is currently involved in a two-year program in Puerto Rico aimed at furthering the development of the tourism industry there. Consulting and instructional staff is being provided by the School. Selected graduates of the program who have appropriate college credits will be admitted to the School to complete their degrees at Cornell.

Research

In 1961, a research and development program was organized with initial funds from the Statler Foundation. The program has a full-time staff working on a variety of projects sponsored by foundations, government, and industry groups. Work under way or completed includes studies for data processing in the hospitality industry, involving Mobydata, IBM, Motorola, and National Cash Register (NCR); the United States Government regarding a program for training housing managers; Inter-Continental Hotels for training of technical personnel; International Foodservice Systems; applications of glass to food service; the uses of plastic dinnerware; mattress testing done in conjunction with the National Association of Bedding Manufacturers; and studies of tourism development and acceptance for Greece, Togo, Dahomey, Morocco, Virgin Islands, Panama, the Caribbean, and the Bahamas. In addition, research has been done on carpets and wall coverings, and on the use of convenience foods. Activities are reported in a bimonthly newsletter which is mailed to interested persons in the industry, the faculty, and the student body. In addition, more formal research reports are published in the School's quarterly magazine and often provide the basis for other articles and news items in the industry's trade press.

Although the primary goal of the School's research and development program is academic enrichment for students and faculty, it serves also as a valuable liaison with industry and is a source of funding for sponsored projects.

Publications

The *Cornell Hotel and Restaurant Administration Quarterly*, published by the School of Hotel Administration since 1960, has readers all over the world. One of its primary services is the reporting of seminars and conferences held by the School and also the research projects performed by faculty and students. Reprints of *Quarterly* articles are generally available.

The staff of the *Quarterly* has also collaborated with the American Hotel and Motel Association and other organizations in publishing a variety of manuals for use in the field. In addition, the School publishes some of its own textbooks and manuals, many of which are used in the industry and in other colleges both in the United States and abroad.

School-Industry Cooperation

A close and pervasive relationship between the School of Hotel Administration and the hospitality industry benefits all participants. Students in the School gain from the curriculum enrichment that results from seminars, workshops, and lectures given by executives actively engaged in the field and from the less formal but vital personal contacts they make with industry personnel. The School's teaching, research, and publications programs benefit from the source material—problems gathered from actual situations—as well as from research funds provided by industry. Industry benefits from the research and publications of the School and also from the School's diverse program of short courses, workshops, and conferences planned for its personnel. In addition, consulting services are available from the School's staff, and a steady flow of well prepared graduates are provided to fill the needs of the constantly expanding industry.

Several organizations cooperate with the School in a work-study program through which juniors and seniors become management trainees. Students enrolled in the program receive instruction from the firm's management and from the School's administration during the period of course enrollment. Details of this program are given on p. 34 under Practice Requirements, and on p. 43 under Directed Studies.

Student Life

Students enrolled in hotel administration are full-time Cornell University undergraduates, and, as such, are eligible for and involved in all regular student activities. They participate in varsity and intramural sports, belong to musical groups, become cadet officers in the three Reserve Officer Training Corps, hold offices in

student organizations, and participate in the myriad of extracurricular activities available. They are eligible to become members of social and the appropriate honorary fraternities.

Students are also eligible for elective office in the University Senate and to serve on the School's Student-Faculty Committee—a group which meets regularly to discuss matters relating to student affairs. They may also be invited to serve on the Triad Committee—a group representing alumni members of the Cornell Society of Hotelmen, and the School's faculty and students. This committee provides a liaison between the School and industry.

Organizations

Every student is eligible for membership in the Cornell Hotel Association. This association conducts a series of student-industry seminars with the aid of executives of the American Hotel and Motel Association and of the National Restaurant Association, and arranges for industry leaders to come to the campus and share their objectives and problems through formal and informal meetings with the students.

Each year a group of upperclassmen attends the convention of the New York State Hotel and Motel Association, visits the New York City National Hotel Exposition, and makes a tour of inspection of metropolitan hotels. Groups also attend the National Restaurant Association Convention/Midwest International Hotel and Motel Show in Chicago, the New England Hotel and Motel Exposition in Boston, and the Canadian Hotel and Restaurant Exposition in Toronto. The students participate in social functions associated with the conventions and with the Cornell Society of Hotelmen, the alumni organization which entertains the attending hotelmen at receptions.

Under the auspices of the Cornell Hotel Association, informal teams are organized to represent the School in intramural sports, a predominant feature of Cornell athletic activity.

By student election, upperclassmen who distinguish themselves in student projects win memberships in Ye Hosts—the recognition organization of the School, which serves as a reception committee for new students and for visiting hotelmen. Chapters of the Junior Hotelmen of America and Les Amis d'Escoffier, the Hotel Sales Management Association, and the Club Managers Association of America have been established at Cornell.

Hotel Ezra Cornell

The annual Hotel Ezra Cornell is a weekend project in which the students organize and finance a hotel operating company. Statler Hall is opened and run as a hotel with all the appropriate ceremony. Without faculty assistance, the

students organize a regular three-day convention program, including symposia, workshops, and addresses, and an appropriate concomitant array of social events, receptions, luncheons, and dinners. In attendance are the presidents of the leading group hotel and restaurant organizations, and the chief executives, operators, and managers of hotels, restaurants, and institutions of all kinds.

Housing and Dining

The University provides a variety of residence halls accommodating approximately 5,400 students. One group of residence halls is west of Willard Straight Hall, about a five-minute walk down the hill from the heart of the campus. It includes the Baker complex, accommodating about 550 freshmen and upperclassmen; University Halls, composed of six separate units, each housing about 225 men and women; and the Agnes and Jansen Noyes Center. The Center serves as a focal point of activity for residents of the area and provides dining services, lounges, recreational facilities, study areas, and meeting, typing, and music rooms.

Residence buildings on the north side of the campus accommodate about 2,700 men and women. They include some of the oldest dormitories on campus as well as the newest. The North Campus Union between the two high-rise houses of the North Campus Student Residences contains recreational facilities, dining services, craft room, store, mail distribution center, and lounge areas.

During the freshman year all students are strongly encouraged to live on campus in University residence halls. Beyond that students are free to choose between privately owned off-campus housing or University residence. There is special housing provided for married students.

Students should note that acceptance by the University does not necessarily guarantee the availability of on-campus housing. Therefore, all students are urged to apply immediately upon notification of acceptance to the University. Application forms for University residence halls will be mailed automatically by the Office of Admissions to each candidate for admission as a freshman or transfer student at the time of notification of provisional acceptance to the University.

Cornell has no formal dining requirements for its students; they may eat where, when, and what they choose whether or not they live in University residence halls. The University maintains a number of public dining units in various convenient places on the campus. Hotel students take many of their meals at the student cafeteria in Statler Hall, where the preparation and service are largely the work of their fellow students.



Optional dining plans are offered for students who may wish to prepay some of their board costs rather than pay cash for each meal. The plans are designed to be flexible, taking into account students' habits and schedules as well as convenience and economics.

Further information on housing and dining may be found in the *Announcement of General Information*.

Health Services and Medical Care

Health services and medical care for students are centered in two Cornell facilities: the Gannett Medical Clinic for outpatient care and the Sage Infirmary for hospital care. Students are entitled to unlimited visits at the Clinic (appointments with individual doctors at the Clinic may be made, if desired, by calling or coming in person; an acutely ill student will be seen promptly with or without an appointment).

Emergency Service: Students who need medical attention during the hours the Clinic is closed, may go to Sage Infirmary. If an accident or serious illness occurs, the physician on Emergency Service may be reached by calling 256-3493 during Clinic hours or 256-6962 after Clinic hours. Students are also entitled to laboratory and x-ray examinations indicated for diagnosis and treatment, hospitalization in the Sage Infirmary with medical care for a maximum of fourteen days each term, and emergency surgical care. The cost of these services is covered by tuition. There is an elective insurance plan available. Students are advised to consult the *Announcement of General Information* for details.

If, in the opinion of the University authorities, students whose health makes it unwise for them to remain in the University, may be required to withdraw.

Military Training

As a land-grant institution chartered under the Morrill Act of 1862, Cornell has offered instruction in military science for more than one hundred years. Cornell provides this instruction through the Reserve Officers Training Corps programs of the three military departments: the Army, the Navy, and the Air Force.

The ROTC programs offer students the opportunity to earn a commission while completing their education. To obtain a commission in one of the armed services, students must complete a two-, three-, or four-year course of study in an ROTC program and must meet certain physical standards. Upon graduation students receive a commission and serve a tour of active military service. (Length of service varies with each service.)

Further information is provided in the *Announcement of Officer Education*, which may be ob-

tained by writing to Cornell University Announcements, Edmund Ezra Day Hall, Cornell University, Ithaca, New York 14850. Interested individuals are also directed to the appropriate ROTC office in Barton Hall.

Athletics

Cornell supports one of the largest intercollegiate athletic programs in the country and belongs to the Ivy League. There is also an extensive intramural and informal sports program which includes badminton, basketball, billiards, bowling, boxing, broomstick polo, cross-country, fencing, golf, hockey, horseshoes, judo, sailing, skating, skiing, soccer, softball, swimming, table tennis, touch football, track, volleyball and wrestling.

The women's intercollegiate competitive sports program includes basketball, bowling, fencing, field hockey, golf, gymnastics, ice hockey, lacrosse, polo, sailing, skiing, swimming, tennis, and volleyball.

Motor Vehicles

Because of the limited number of on-campus parking spaces it has been necessary to require students to register their vehicles with the Traffic Bureau and to abide by the rules and regulations set forth in the pamphlet *Regulations Governing Motor Vehicles*, which is made available at registration.

Further information regarding motor vehicles may be found in the *Announcement of General Information*.

Placement

Students at Cornell's School of Hotel Administration receive help in finding interesting, satisfying work in their chosen field in many ways throughout the college years. The School and its work are known to hotel and restaurant executives all over the world. Students, through attendance and participation in seminars, lectures, hotel conventions, and such campus activities as Hotel Ezra Cornell, have ample opportunity to meet interesting and important people in the field. Many highly respected hotelmen are themselves Cornell graduates with a particular interest in the School and its students. The School also maintains, in cooperation with the Cornell Society of Hotelmen, an active placement service to help students obtain hotel jobs during the summer as well as to assist them in finding permanent positions, both at the time of graduation and continuing well into their careers after graduation.

A number of hotel and restaurant organizations offer internship or trainee programs to juniors and seniors in the School. The details vary from

The School's Admission and Placement Officer, John F. Tewey, helps a senior review job opportunities.

one organization to another, but such programs usually involve a year or more of work for the student in the various departments of the sponsoring organization and frequently include supplemental instruction as well. In some cases, there is no commitment beyond the training period; in other cases, specific plans for future employment are part of the arrangement. Some of the organizations which have offered training programs are ARA Services, Hilton Hotels, Inter-Continental Hotels, I.T.T.-Sheraton Hotels, Marriott Corporation, Saga Food Service, Sonesta International Hotels, and Stouffer's.

The programs provided by the School, the helpful contacts a student makes during the college years, and the admirable record of Cornell graduates in the field, have combined with the placement service of the School to produce an enviable record: 98 percent employment of graduates throughout the history of the School. Every year, every graduate has had opportunities available. A survey of earnings has also shown that the financial success of graduates of the School is high in comparison to those in the field without college degrees and in comparison to college graduates in other fields where a degree is required.

Alumni

The alumni of the School of Hotel Administration take an active interest in furthering the academic goals of the School and in assisting graduates with placement opportunities. Presently, the Cornell Society of Hotelmen has organized a group known as the Triad Committee, composed of representative members and of the School's faculty and students, which provides strong liaison between industry and the academic program.

The first Cornell hotel class was graduated in 1925 with eleven members. On June 3, 1974 there were 3,376 living graduates. Cornell graduates have given extensive leadership to their chosen profession. Paul R. Handlery '43 is president, Richard E. Holtzman '41 is vice president, and J. Frank Birchsall '35 and Roy Watson '48 are past presidents of the American Hotel and Motel Association; David H. Ripper '40 is past president of the Club Managers Association of America; Winthrop W. Grice '53 and Louis E. Rogers '52 are past presidents of the Hotel Sales Management Association; John C. Birchfield '57 and Theodore W. Minah '32 are past presidents of the National Association of College and University Food Services; Robert D. Flickinger '47, Robert E. Heilman '45, Martin L. Horn, Jr. '50, and Henry A. Montague '34 are past presidents of the National Restaurant Association. Many alumni are presidents of their respective state hotel and restaurant associations.

Similarly it will be noted that Cornell graduates are in highly responsible business positions with the large hotel groups: Charles A. Bell, Jr. '49 is vice president of administration of Hilton Hotels International; Paul R. Handlery '43 is president of Handlery Hotels; Lynn P. Himmelman '33 is chairman of Western International Hotels; Richard E. Holtzman '41 is president and Fred J. Eydt '52 is executive vice president of Rockresorts; Howard P. James '46 is chairman of the board, and Richard W. Barger '56 is vice president of I.T.T.-Sheraton Corporation; E. Ronald Milner '55 is president of Milner Hotels; Paul Sonnabend '50 is president of Sonesta International Hotels; Curt Strand '43 is president of Hilton International; R. Kane Rufe '52 is president, Pacific-Asia Division of Inter-Continental Hotels; Jerome B. P. Temple '38 is senior vice president of Holiday Inns; Robert M. Brush '34 is senior vice president of Travelodge Corporation; Roy Watson '48 is president of the Kahler Corporation; Robert M. James '54 is executive vice president of Hospitality Management Corporation; Walter D. Child, Jr. '53 is president of Inter-Island Resorts; Frank X. Fisher '54 is president of Lex Hotels; Prithipal S. Lamba '56 is vice president of operations for Oberoi Hotels in Delhi; and Robert N. Rinker '52 is executive vice president of Tokyu Hotels.

Many of the country's noted individual hotels are managed and many are owned by Cornellians. In New York City, John N. Mados '49 is vice president-managing director of the St. Moritz and Park Lane Hotel, and John F. Craver '52 is executive vice president of the Plaza Hotel. In Philadelphia, Richard M. Stormont '58 is general manager of the Marriott Hotel and William N. Trimble '58 is general manager of The Barclay. In Dallas, the Sheraton is managed by Henry L. Rather '52; in Kansas City, Philip Pistilli '54 is president of the Alameda Plaza Hotel. In Houston, Edward T. Wright, Jr. '58 is general manager of the Marriott; in Boston, William R. Ebersol '48 is vice president and general manager of the Ritz Carlton Hotel; in California, John A. Norlander '53 is general manager of the Beverly Hilton Hotel in Beverly Hills, Peter P. Fuller '53 is general manager of the Sheraton Harbor Island Hotel in San Diego, and Roger W. Krakow '48 is manager of the Commodore Hotel in San Francisco; in Honolulu, Dean T. W. Ho '64 is executive vice president of the Ilikai; in New Orleans, Archie A. Casbarian '62 is vice president and general manager of the Royal Sonesta, and A. Bruce McFarland '63 is general manager of the Pontchartrain Hotel; in Miami Beach, Louis E. Rogers '52 is president of the Fontainebleau; and in Miami, Marley Halvorsen '54 is general manager of the Marriott. In

White Sulphur Springs, West Virginia, E. Truman Wright '34 is president of The Greenbrier; James Barker Smith '31 is president of Wentworth-by-the-Sea in Portsmouth, New Hampshire; Irving A. Harned '35 is vice president and manager of The Cloister at Sea Island, Georgia; and Paul L. Grossinger '36 is president of Grossinger's.

Many foreign hotels are managed by Cornellians: The Dome, Kyrenia, by Andreas Catsellis '50; The Residency, Pretoria, by Frederik Groeneveld '31; The Milano Hilton by Manfred G. Matysik '62; the Hotel Excelsior in Rome by A. M. Stratta '59; the Schweizerhof by Ruedi W. Schelbert '55 and the Bristol-Kempinski by Rudolph W. Munster '62 (both in Berlin); the Pacific by Yoshikatsu Gamo '53, the Takara by Yoshikazu Honzawa '61, the Imperial by Ichiro Inumaru '53, the Shiba Park by Jiro Inumaru '55, the Marunouchi by Kiyoshi Kobayashi '57 (all in Tokyo); The Plaza, Hong Kong, by Peter Sun '63; the El Mansour, Casablanca, by Philippe Mocquard '55; the Nataraj, Bombay, by Ravi K. Ghai '66; the Summit by Oro V. Escarraga '56, and the Hilton by Ewe Hin Lim '58 (both in Singapore); and numerous other hotels around the world.

Many Cornell graduates also hold responsible positions in the restaurant industry: Edwin S. Weber, Jr. '52 is president of the A. & W. Inter-national; James W. McLamore '47 is chairman of the board of Burger King Corporation; Henry J. Buncom '55 is vice president of Chock Full O'Nuts Corporation; Burton M. Sack '61 is vice president of Specialty Restaurants for Howard Johnson's; H. T. Middlebrook '57 is vice president of Dutch Pantry; Edward C. Callis '42 is vice president, La Touraine-Bickford's Foods; C. Roberts Whitney '53 is president of Royal Castle Systems; C. Alan MacDonald '55 is president of Stouffer Foods (a division of Nestle Alimentana, S. A.) and Richard S. Haskell '44 is vice president of Stouffer Foods Corporation; and Richard J. Bradley '63, Robert A. Freeman '63, and Peter E. Lee '63 are partners in the Victoria Station Restaurants. Many other Cornellians hold executive positions in multiunit operations such as Marriott Corporation, Dobbs House, and Host International.

Among the large industrial food service companies, William F. Deal '41 is president of the Business and Industry Divisions of ARA Services; Gordon H. Hines '42 is senior vice president of Blaikie Miller & Hines; John F. Farr '39 is vice president of the Canteen Company of America; Louis A. Cappello '51 is president of the Business and Industrial Group of Interstate-United; Robert D. Flickinger '47 is president of Service Systems Corporation; and Philip T. Yochum '48 is president of Servomation-Mathias.

Among alumni involved in hospital administration are Robert H. Sweeney '52, the Alfred I.

duPont Institute in Wilmington, Delaware; Donald A. Kincade '49, Memorial Hospital, Burlington, Wisconsin; George J. Sabbag '58, Parker Hill Medical Center, Boston; and John W. Colby '48, St. Luke's Memorial in Spokane.

College residence halls and dining facilities directed by Cornellians include those at Brown (Norman C. Cleaveland, Jr. '57), Cornell (Arthur A. Jaeger '62), Duke (Oscar A. Berninger '58), Harvard (C. Graham Hurlburt, Jr. '52), University of Houston (Robert E. Cole '66), Illinois (S. Kent Dohrman '61), Indiana State (Monte J. Bradley '60), Minnesota (Robert E. Ledder '48), Notre Dame (Edmund T. Price '47), Ohio State (J. Robert Zellmer '43), Princeton (Thomas P. Root '58), Tennessee (Norman D. Hill '58), Washington State (Alexander A. Mackimmie '61 and Samuel L. Huff '59), and Yale (Albert R. Dobie '56).

Alumni associated with the airlines in an executive capacity include: American (A. R. D'Agostino '56 and C. William Herbig '55, vice presidents of Sky Chefs; and Frederick R. Haverly '42, vice president of Food and Beverage Services); Braniff (Chester J. Borst '44, vice president of Braniff International Hotels); Pan American (John P. Treadwell '61, senior director of In-Flight Service Planning); and United (Richard J. Ferris '62, senior vice president of Marketing).

Alumni are also active in the club field: Raymond M. Adams '50 is manager of the New York Princeton Club; Robert G. Bartholomew '41 is general manager of the St. Lucie Hilton Country Club Resort, Port St. Lucie, Florida; Kenneth R. Burger '58 is manager of the New York Racquet and Tennis Club; Charles L. Coulson '56 is manager of the Harvard University Faculty Club; Ara Daglian '57 is manager of the New York Cornell Club; Edward R. Felshow '52 is manager of the Charlotte Country Club in North Carolina; H. Michael Furst '65 is manager of the Royal Canadian Yacht Club in Toronto; Adolph M. Lucha '35 is general manager of the California Club in Los Angeles; John N. Penn '49 is manager of the New York Union League Club; James E. Petzing '55 is general manager of the Atlanta Athletic Club; James T. Poteet '56 is manager of the Baltimore Country Club; David H. Ripper '40 is general manager of the Detroit Club; Whitney Travis '42 is manager of the New York Athletic Club; and Raymond D. Watts '56 is manager of the Houston Club.

Those in charge of hotel school programs include: Yunus Aslan '63, Hotel and Tourism Training Center, Ankara, Turkey; Henry O. Barbour '49, President of the Culinary Institute of America; Clinton C. Barnard '50, Food Service Administration, SUNY, Cobleskill; Robert A. Beck '42, Dean of the Cornell Uni-



versity School of Hotel Administration; Brian G. Harron '66, University of Minnesota Technical College Hotel, Restaurant, and Institution Department; Harold V. Hoff '47, Hotel-Motel Restaurant Management Department, St. Petersburg Junior College; Douglas C. Keister '54, University of Denver School of Hotel and Restaurant Management; Ralph W. Nestor, Jr. '66, Travel Industry Program at the University of Alaska; William B. Pike '59, Hotel and Restaurant Program, Cape Cod Community College; Harry J. Purchase '49, Paul Smith's College Hotel Department; and Jerome J. Vallen '50, College of Hotel Administration, University of Nevada.

In other areas, alumni are active in hotel accounting firms (John D. Lesure '44, general partner, and Nancy J. Dirkse '54, partner, Lavenhol Krekstein Horwath & Horwath; Donald C. Opatrny '50, partner, Ernst & Ernst; Frank L. Bradley '48, partner, Peat, Marwick, Mitchell & Company; and J. Michael Farrell '52, partner, Price Waterhouse & Company); adver-

tising firms (H. Victor Grohmann '28, chairman of the board, Needham & Grohmann); associations (William P. Fisher '60, executive director, National Restaurant Association; and Richard M. Landmark '51, executive vice president, Council on Hotel, Restaurant and Institutional Education); banks (Stephen P. Pendias '42, vice president, Irving Trust Company; William T. Blackwell '52, vice president, State Street Bank & Trust Company, Boston; and William I. Pentecost '33, president, West Side Bank, Scranton); insurance companies (Robert P. Stieglitz '31, assistant vice president, New York Life Insurance Company and Donald R. Waugh, Jr. '44, vice president, Equitable Life Assurance Society of the United States); food companies (David J. Hopwood '45, vice president, Hunt-Wesson Foods; Harold M. Mayer '39, vice president, Oscar Mayer & Company; James T. Schmuck '41, vice president, Del Monte Corporation; and Edward J. Vinnicombe, Jr. '33, vice president, McCormick & Company); and beverage producers (Richard W. Brown '49, vice president, Schenley Affiliated Brands).

Professor White, sanitation, queries instructor Herrmann on poultry stuffing while Professor Christian, coordinator of food instruction, eyes the birds.



Cornell University

Finances

The School is fortunate in having extensive scholarship resources donated by generous friends and alumni in industry. As the costs of education increase, more entering students are unable to meet these costs without assistance. Thanks to the scholarships mentioned below, the School is able to offer grants and short-term loans, as well as job opportunities within the framework of either the Work-Study or the Practice Requirement Programs.

The Work-Study Program, available to a limited number of juniors and seniors, provides supervisory positions in the School-operated Statler Inn. The Practice Requirement Program offers part-time employment in many areas of the Inn. In addition to these programs there are teaching assistantships in the School open to seniors and graduate students. Applications for these positions may be submitted after the student has completed one full year at the School.

Other opportunities are available to the student wanting to be self-supporting. During the academic year, students can ordinarily earn their room or meals, thereby reducing their school year budget. While many earn more, their sacrifice of time and energy limits their academic attainment, especially during the first year. Savings from work during the summer and the winter intersession range from \$500 to \$1,200.

For detailed information regarding tuition, fees, and expenses students may send for the *Announcement of General Information*, Cornell University Announcements, Day Hall, Ithaca, New York 14850.

In brief, the student will be held, on registering each semester, for tuition of \$1,715.* Living expenses depend upon the student's taste and standards and probably range upwards from \$1,000 a term. Thus, for the school year of

* Tuition and fees may be changed by the Board of Trustees to take effect at any time without notice.

nine months, a total of about \$5,700 is needed. Clothing, transportation, and fraternity dues are not included.

Scholarships and Other Aids

Many students displaying real promise and ability simply cannot meet their financial obligations without substantial scholarship assistance. The veteran is likely to find it necessary to supplement his G.I. aid. The School of Hotel Administration has developed considerable financial aid and loan resources so that many worthwhile young people can count on assistance. Attention is called to the fact, however, that the School can only supplement personal resources.

Financial aid is available from the general scholarship fund of the University and a number of Hotel School scholarships. Aid is available through work opportunities in the Statler Inn and Club, on the campus, and in the community. The loan funds of the Cornell Society of Hotelmen, the Guiteau Fund, and other organizations are also available.

Applications

Freshman Applicants and Transfer Students

seeking scholarship aid through any of the scholarships awarded by Cornell University may become applicants by filling out the financial aid form sent with the Cornell admission application (form I). It is also necessary for students, except for veterans and those over 25 years of age, to file Parents' Confidential Statement forms obtainable from their high schools.

The application is handled through the College Scholarship Service, which centrally processes scholarship applications for many universities so that information provided for Cornell is available for use by all other participating institutions as well. The application then becomes valid for any scholarship open to Cornell students, for any scholarship awarded by the

Students and faculty mingle in the student lounge. A senior describes her plans for a student-industry seminar with Dean Beck and Assistant Dean Gaurnier.

School of Hotel Administration, and for such scholarships at other institutions as may be indicated. The application for financial aid is due with admission application (form I) for freshman applicants and admission application (form II) for transfer applicants.

In the awards, consideration is given to the financial situation of the student and his or her family and to the student's academic ability as evidenced by preparatory school records, scholastic aptitude test scores, and the interview.

Prospective students are eligible also for a number of scholarships awarded by non-Cornell agencies. Some of them are described on p. 24. New York State offers various types of financial assistance to qualified college students who are State residents. Information may be obtained by writing to the Regents Examination and Scholarship Center, New York State Education Department, Albany, New York 12201.

Continuing Students already enrolled in the School may obtain scholarship application blanks at the University Financial Aid Office. In making the award to a continuing student, consideration is given to need as evidenced by the family's financial situation, and by the student's scholastic record and overall promise.

Scholarships Awarded by the School

The Laventhol Krekstein Horwath & Horwath Scholarship, endowed by the original firm of Horwath & Horwath as the School's first scholarship, now adds to the income on the endowment an amount to bring the annual total available to \$1,500.

The Needham and Grohmann Scholarship, established in 1933 by the advertising agency of that name, entitles the holder to \$500 a year, and recognizes particularly scholarship in hotel advertising.

The A. E. Stouffer Scholarship, established by the Stouffer Corporation, operators of the Stouffer Restaurants in Cleveland, Detroit, Philadelphia, Pittsburgh, New York, and Chicago, entitles the holder to the income available from the A. E. Stouffer Scholarship Fund of \$5,200 and recognizes particularly scholarship in subjects related to restaurant operation.

The New York State Hotel and Motel Association Scholarship, supported by subscriptions from members of that association, provides stipends of varying amounts. In the award, preference is given to residents of New York State.

The Partridge Club Scholarship, established by the Partridge Club of New York, Inc., is supported by an annual grant of approximately \$1,500. The award is open to a needy student

who is a citizen of the United States and a resident of metropolitan New York.

The Thomas L. Bland Scholarship, consisting of the income available from a bequest of \$10,000, is given to a "deserving and needful person," preference being given to residents of the late Mr. Bland's native state of North Carolina.

The F. and M. Schaefer Scholarship was established in 1940 by an endowment of \$12,500 as a memorial to Frederick and Maximilian Schaefer, founders in 1842 of the F. and M. Schaefer Brewing Company. In making the award, preference is given, where equitable, to students from New England or the Middle Atlantic states.

The Ralph Hitz Memorial Scholarship is supported by an endowment of \$10,000 contributed by his friends to honor the memory of the late Ralph Hitz, founder of the National Hotel Management Company.

The Herbert L. Grimm Memorial Scholarship consists of the income from an endowment of approximately \$3,000 contributed by the friends of the late Mr. Grimm through the Pennsylvania Hotels Association, of which he was for many years an active member.

The Albert Pick Hotels and Motels Scholarship is supported by an annual donation of \$500 from Albert Pick, Jr., president of the Pick Hotels Corporation, Chicago, Illinois.

The Duncan Hines Foundation Scholarships are grants of \$1,000 donated by the trustees of the Duncan Hines Foundation, for the benefit of students "engaged in special studies in foods, food values, dietetics, culinary arts, and similar subjects.

The John Sherry Scholarship was established in recognition of Mr. Sherry's many years of voluntary service on the faculty.

The Anheuser-Busch Scholarships, supported by an annual donation of \$2,500, are awarded on the basis of academic excellence, financial need, and leadership qualities.

The Frank A. McKowne Scholarship, originally established by the School itself in memory of Mr. McKowne and in recognition of his many years of service as chairman of the Committee on Education of the American Hotel Association, was endowed in 1952 by the Statler Foundation, of which he was for many years a trustee. Grants are made according to need in amounts of up to \$1,500 a year.

The McCormick and Company Scholarship is supported by an annual grant of \$600 from McCormick and Company of Baltimore. It is awarded to students in need of financial assistance who, in respect to superior character, interest, and scholarship, give evidence of being worthy recipients.

The Hotel Association of New York City Memorial Scholarships, established by that association as memorials to its deceased members, are supported by annual grants of \$1,000. The awards are open to needy and worthy students from the area of metropolitan New York. Preference is given to children of hotel workers.

The Ellsworth Milton Statler Scholarships were established by the Statler Foundation in memory of the founder of Hotels Statler Company, who was the donor, through the Foundation, of Statler Hall. The scholarships are awarded to promising needy students and carry an annual stipend of \$500 to \$2,500 each, according to the need.

The Pittenger Scholarship was created from a bequest of \$3,000 by the late George W. Pittenger, for many years an officer of the American Hotel Association. The award is open to a worthy student from Switzerland.

The Callis Scholarship, initiated through the generosity of the late Mr. H. B. Callis, long-time friend of the School, in the name of his two sons, E. C. Callis '42, and H. B. Callis, Jr. '49, is supported by the income from an endowment of over \$10,000.

The Howard Johnson Scholarships, initiated in 1955, are maintained by annual grants from the Howard D. Johnson Company. The scholarships carry a stipend of \$500 and are awarded on the basis of promise and need, with preference to those with a past affiliation or a career interest in the company.

The National Association of Hotel and Restaurant Meat Purveyors Scholarship, awarded on the basis of need and without regard to race, religion, or national descent, provides \$250 annually.

The Hilton Hotels International Scholarship of \$2,000 was established by Conrad N. Hilton to be awarded each year to outstanding foreign students whose scholastic record and personal character and attributes make them worthy of recognition.

The H. B. Meek Scholarship was initiated by E. Lysle Aschaffenburg, who solicited contributions from friends and alumni.

The Scholarship of the New York City Chapter, Cornell Society of Hotelmen, is maintained by contributions from members of the Chapter. In the award, preference is given to candidates from the metropolitan New York area.

The Scholarship of the Philadelphia Chapter, Cornell Society of Hotelmen, is maintained by contributions from members of the Chapter. Preference is given to candidates from the Philadelphia area.

The John Courtney Memorial Scholarship was established by the Cornell Society of Hotelmen, the organization of the alumni of the School of Hotel Administration, in memory of John Courtney, a member of the School's first graduating class, a long-time member of its faculty, and secretary of the Society from its founding in 1928 to his death in 1957. Members of the Society and friends have raised a fund of \$10,000. Income from the endowment provides one or more annual rewards.

The Club Managers Association Scholarship is supported by annual donations in varying amounts from the Club Managers Association of America.

The Grossinger Scholarships, established in tribute to Mrs. Jennie Grossinger, are supported by annual grants of \$250 each from Mrs. Grossinger's son Paul '36, and from the Grossinger Hotel.

The Pleasant Valley Wine Company Grant is supported by an annual contribution of \$1,000 for worthy students of the School of Hotel Administration, with preferences given to those who are employed at the Statler Inn.

The Sheraton Foundation Scholarship of \$2,000 was established by that organization to provide two or more awards to deserving students.

The Corning Glass Works Foundation Scholarships, originally established in 1960, were later endowed through a centennial campaign gift and the income awarded annually on the basis of merit and need.

The Taylor Scholarships are provided from the income of a \$1 million endowment to the School in replacement of the Taylor Scholarship Foundation established and directed during his lifetime by the late S. Gregory Taylor, former president of the Hotel St. Moritz in New York City. It was later directed by his brother, Charles G. Taylor, and presently by the latter's widow, Marica A. Taylor. Awards are made to outstanding students on the basis of scholarly achievement, evidence of high moral character, promise of leadership in the hotel and restaurant field, and financial need. Awards up to a maximum of \$3,000 annually are determined by the individual applicant's resources and needs. All students accepted by or currently enrolled in the School of Hotel Administration at Cornell are eligible, but preference is given to those of Greek descent.

The National Distillers Products Scholarship is supported by an annual grant of \$1,000 from the National Distillers Products Company.

The Cornell Society of Hotelmen Memorial Scholarship has been established by individual subscriptions and a grant of \$5,000 from the

Society as a continuing memorial to deceased alumni and friends of the School of Hotel Administration; currently including: Isabelle Anderson, Joan Anthony, James H. Barrett, Leslie Bentley, Robert Buell, Morgan R. Cary, Charles Christoph, Walter Clist, Jr., John M. Crandall, Russel T. Downs, Clark Fountain, Ernest Henderson, E. Charles Jackson, C. Frederick Kellogg, Jr., Edgar A. Kudlich, William H. Lodge, Robert E. Love, John J. Lynch, H. Alexander MacLennan, Curtis Mosso, Jess B. Neuhauser, James L. Newcomb, Bruce Parlette, Karl F. Perry, Clifford Reulein, Eben S. Reynolds, Thomas W. Silk, Joseph L. Sochacki, and Raymond Williams.

The Howe Folding Furniture Scholarship, established by the manufacturing firm of that name, is supported by an annual grant of \$500 and particularly recognizes interest and scholarship in the field of convention hotel operation. Preference is given to members of minority groups.

The Loew's Hotels Scholarship was initiated through the generosity of Mr. Preston Robert Tisch, president of Loew's Hotels, Inc., and represents an annual grant of \$1,000.

The Dorothy and Charles '26 Sayles Grant-in-Aid is open to a needy and promising hotel student who has completed at least one term in the School of Hotel Administration.

The Merle Marcus Memorial Scholarship is an annual donation of \$100 in memory of a deceased member of the Southern California Chapter of Hotel Sales Management Association.

The Max and Ethel Malamut Foundation Award was established by Lewis '49 and Gary P. '54 Malamut in honor of their parents. The annual award of \$250 is available to a resident of New Jersey.

The Paul T. Kilborn Memorial Scholarship was established in memory of Mr. Kilborn, a leader in the hotel industry throughout his life, and is maintained by an annual gift of \$1,000 from his son and daughter-in-law, Paul '50 and Justine Kilborn. In keeping with Mr. Kilborn's practice of sponsoring immigrants to this country, the award is made to a needy foreign student who might otherwise be unable to attend Cornell University.

The Marriott Corporation Scholarship Grant, an annual gift of varying amounts up to \$1,500, was established to assist worthy students in meeting their expenses.

The Dubois Chemicals Scholarship provides an annual gift of \$500 for award to a student of the School of Hotel Administration.

The Greyhound Food Management Scholarship was initiated with an unrestricted donation

of \$1,000 from Greyhound Food Management, Inc., and is supported with an annual contribution in varying amounts.

The Dewey MacLain Scholarship was established by the will of Mr. MacLain as scholarships for needy and deserving students in the School of Hotel Administration. Mr. MacLain, a black waiter and bartender, bequeathed his entire estate of over \$100,000 to the School for this purpose.

The Barney L. Allis Memorial Scholarship, supported by funds to be provided annually by Mr. '54 and Mrs. Philip Pistilli, formerly of the Hotel Muehlebach in Kansas City, Missouri, was established in memory of the long-time proprietor of that famous hotel.

The Mrs. Edmund Ezra Day Scholarship was established by Brooke Inns, Inc.—John A. Brooke '57, president; David L. Brooke '50, vice president—in honor of the widow of the fifth president of Cornell University. It is to be awarded to needy students who contribute to the best of their ability to their own support.

The Sonnabend Scholarship was established in memory of Mr. A. M. Sonnabend, founder of the Hotel Corporation of America, with an endowment of \$5,000. Preference is given to students from minority races and to sons and daughters of employees of the Sonesta International Hotels Corporation.

The Sonesta International Hotels Corporation Scholarship provides an annual award in the amount of \$1,000, with preference given to members of minority races and sons and daughters of employees of the Corporation.

The Paul Masson Vineyards Scholarship of \$250 is to be awarded annually to a worthy student whose scholastic records and personal attributes give promise of future achievement.

The Hospital Food Administrators Association Scholarship was established by a donation to the School of \$500 representing honoraria due speakers at a Hospital Food Administrators Association workshop.

Winegardner-Hammons Operations Inc. Scholarship was established by a gift of \$500 to be awarded to a student with a demonstrated interest in innkeeping. The firm owns and operates Holiday Inn franchises.

The American Hotel & Motel Association Scholarship of \$1,000 provides financial aid to needy students of the School of Hotel Administration.

The A. L. Mathias Scholarship was established with a gift of \$5,250 from George D. Mathias '58 in honor of his father and provides scholarships to worthy students at the School.

The Western International Hotels Hard Corps Scholarship provides financial assistance, in the amount of \$700 annually, to students who are interested in managing a hotel.

Nestle's Catering Service Scholarship, an annual gift of \$1,000, is available to School of Hotel Administration students from Australia.

The Metropolitan Club Managers Association Scholarship of \$500 is to be awarded to a student from the metropolitan New York area with an interest in club management.

The Schenley Affiliated Brands Corporation Scholarships are supported by annual grants of \$2,500 to be awarded to four or five seniors each year.

The Alice Seidler Statler Scholarship Fund was established by the will of the widow of Ellsworth Milton Statler to provide scholarships to assist deserving students to receive their education in the Cornell University School of Hotel Administration.

The Leonora and Oscar Greene Scholarship was initiated with a gift of \$500 for award to deserving students in the School of Hotel Administration.

The Rockresorts Scholarship fund provides \$1,250 annually toward the study expenses and travel costs of one student, with preference given to students from Puerto Rico. Rockresorts, controlled by Laurance S. Rockefeller, is owned in part by Eastern Airlines.

The Conrad N. Hilton Scholarship represents an endowment from the founder of Hilton Hotels Corporation, the income from which will be used to assist qualified, needy students in the School of Hotel Administration.

The Duty Free Shoppers Scholarship was endowed by Duty Free Shoppers, Ltd., with an original contribution of \$10,000 and a continuing annual contribution in varying amounts. The income is awarded each year to a worthy student, with preference given to students from the Pacific area.

The Albert E. Koehl Memorial Scholarship represents the income from an endowment set up by his friends to honor the memory of Albert E. Koehl '28; awarded annually to a deserving student.

The Cointreau, Ltd., Scholarship is an annual gift of \$300 awarded to an outstanding junior specializing in beverage management.

The Howard Conrad Memorial Scholarship, established with funds contributed by family and friends in memory of Howard Conrad, father of H. Phillip Conrad '70, is awarded to deserving students.

The Victoria Station-Ed Marinaro Scholarship, established by a contribution of \$1,000 to honor Ed Marinaro '72, is annually awarded to a School of Hotel Administration student, preferably a football player.

The Forster Educational Foundation Scholarship, an annual gift in varying amounts, provides awards up to a total of \$5,000 to several students majoring in accounting.

The Lex Hotels Scholarship, established by that company, is available to British students and is awarded on the basis of merit and need.

The Pancake Man Restaurants of Cape Cod Scholarship, an annual gift of \$500, is awarded to a worthy upperclassman or graduate student whose special interest is in the restaurant industry.

The John Charles Redmond Scholarship, established with an initial contribution of \$1,250, is awarded as one or two scholarships to worthy and needy students.

The Mr. and Mrs. James J. O'Donnell Scholarship, established by the John C. O'Donnell '52 family in honor of Mr. and Mrs. James J. O'Donnell, is awarded to a deserving student.

The Ilikai Hotel Scholarship, consisting of \$1,000 annual grants from the Chinn Ho Foundation, is awarded to one Oriental student from the Pacific Basin, and is made available to first semester students at the recommendation of the Hotel School Scholarship Committee, with the approval of the Chinn Ho Foundation.

The School of Hotel Administration 50th Anniversary Scholarship was established in 1972 with an endowment of \$10,000, contributed by alumni and friends of the School commemorating that occasion. The income is used for scholarships at the School.

The Frederick G. Ashe Memorial Scholarship was established to honor a former student, Frederick G. Ashe, with contributions by his parents, Mr. and Mrs. Arthur J. Ashe, his brothers, Dr. Arthur J. Ashe III and Mr. William C. Ashe, and his friends. Income from the endowment is used to aid students needing financial assistance to complete the last one or two years of study at the School.

The Martin Samuels Memorial Scholarship was established to honor Mr. Samuels by his daughter and son-in-law, Ruth and Harry Schapiro, with an endowment of \$5,000 to provide an annual scholarship award to a deserving student.

The Jeremiah J. Wanderstock Memorial Scholarship was established to honor the memory of Dr. Wanderstock, a long-time professor at the School of Hotel Administration.

The fund of \$10,000 is endowed and the income used as scholarship awards for deserving students.

The Clarence W. Wannop Memorial Scholarship was established as an endowment with a total contribution of \$10,000 by Henry W. and John W. Wannop (both '42) to honor the memory of their father. The income provides an annual award to a deserving student in the School who is a citizen of the U.S. and who has a definite interest in the resort hotel or resort club business.

The U.S. Navy Medical Service Corps Scholarship, originated to commemorate the twentieth anniversary of the program for training in food service for Navy men attending the School of Hotel Administration, is supported by gifts from graduates of the program.

The Christopher Ryder House Scholarship is contributed by the owner of this well-known restaurant, Mr. Donald Kastner '43, as an annual gift in amounts up to \$500 which is awarded to a deserving student.

The Julius Wile Scholarship, established as an endowed fund in 1972 with a gift of stock valued at \$5,600, provides an annual award to a needy and deserving student.

The Lee F. Dickinson Memorial Scholarship was established with an initial gift of \$2,000 by Mr. Philip D. Rowe Jr. '48, to honor his grandfather. This amount and any additional gifts will be awarded to deserving students.

The Welch Foods, Inc. Scholarship provides one or two annual awards totaling \$1,000 to aid needy and worthy students.

The School of Hotel Administration Scholarship is funded by gifts of varying amounts received from alumni and friends to provide annual scholarship awards to needy, deserving students.

The William Wallace Dietz Memorial Fund was established with an endowment of \$5,000 in 1974 by the colleagues and friends of Mr. Dietz who was affiliated with the hospitality industry in the Monroe County area of New York State. The income will provide annual awards to deserving students, with preference given to residents of Monroe County.

Scholarships Awarded by Other Agencies

The following scholarships, open to students or prospective students in the School of Hotel Administration at Cornell University, are awarded by the agencies indicated. The special procedures for applying should be noted.

The Statler Foundation Scholarships are granted to students enrolled in courses in hotel administration and are administered through various state hotel and motel associations. Students at Cornell have been assisted through the Indiana, New Jersey, New York State Hotel and Motel Associations, and the Pennsylvania Hotel-Motor Inn Association.

The Adrian Phillips Scholarship was established by the Hotel Sales Management Association to honor Mr. Phillips, their first executive vice president, who conducted a course in hotel sales promotion at Cornell University for twenty-five years. The scholarships, administered by a board of trustees who are past presidents of the Association, are open to students holding membership in the Hotel Sales Management Association chapters at various hotel and restaurant schools. Information and applications for Cornell students may be obtained from the student chapter president at Statler Hall, Cornell University, Ithaca, New York 14850.

The National Institute for the Foodservice Industry Scholarships are sponsored by the Institutional Foodservice Manufacturers Association (IFMA). Applications may be obtained at the college financial aid office (335-A for Cornell students) or by writing to the National Institute for the Foodservice Industry, 120 South Riverside Drive, Chicago, Illinois 60606.

The NIFI-Heinz Scholarships are awarded annually in amounts up to a maximum of \$3,300 for a three-year period to five students enrolled in a food service management program. Students are eligible only after completion of the freshman year in a senior college or on transfer with one or two years credit from a junior college.

The Golden Plate Scholarships. Several awards in the amount of \$600 are made annually to students enrolled in a college-level food service management program.

The NIFI Graduate Fellowship in the amount of \$2,000 is awarded on a competitive basis to a teacher or administrator who has undertaken, or is about to undertake, a program leading to a graduate degree to improve skills in teaching or administering occupational food service education.

The NIFI Teacher Training Grants. Seven awards, each in the amount of \$500, are granted on a competitive basis to teachers and other faculty members who are instructing, or scheduled to instruct, courses preparing students for occupational food service careers. Applicants must have undertaken, or be about to undertake, training programs (academic, in-service, on-the-job, or other) to improve their qualifications for teaching food service courses.

The Arthur L. Roberts Memorial Scholarship Fund was established in memory of the late Arthur L. Roberts, who for many years was one of the country's outstanding hotelmen. The scholarship, awarded to a student enrolled in the School of Hotel Administration at Cornell, will provide a maximum of \$2,000 per year for four years. This award is open to applicants who are residents of the state of Minnesota, or to a child or grandchild of a former employee of Mr. Roberts or of the Arthur L. Roberts Hotel Company. Awards are made by a selection committee appointed by the trustees of the fund.

Food Service Executive Association Scholarship Grants for the purpose of assisting deserving individuals to receive food service management training beyond the high school level must be applied for through a chartered branch of that organization. Grants are in amounts of not less than \$250 nor more than \$500, the amount of the award depending on the need for financial assistance and the amount of funds available for scholarship purposes. Deadline for receipt of applications is March 1. For information and applications contact Food Service Executives Association, Inc., 815 Anthony Wayne Bank Building, Fort Wayne, Indiana 46802.

The Eastern Airlines Scholarship is available to Puerto Rican students who are graduates of the Puerto Rican Hotel School, a two-year program under the direction of the Cornell School of Hotel Administration faculty. Inquiries should be addressed to the director of the Puerto Rican Hotel School, Racquet Club, P.O. Box 12112, Isla Verde, San Juan, Puerto Rico.

Grants and Assistantships

In addition to the scholarships named above, Hotel students are eligible for the general University scholarships (see the section above concerning application for the various scholarships). These include: the Cornell National Scholarships, carrying ranging values; the University Undergraduate Scholarships; and the State of New York Scholarships, open to New York State residents.

Loans

Loans to promising students in need of assistance have been made possible by gifts to the University. It is a general policy to grant loans only to students who have completed at least one term at Cornell. Application should be made at the Office of Scholarships and Financial Aid, Day Hall.

Short-term loans in small amounts are available through the School of Hotel Administration Loan Funds. For information, contact either the office of the Cornell Society of Hotelmen (W-104) or the School's Financial Aid Office (335-A), located in Statler Hall.

The Cornell Society of Hotelmen Loan Fund was established by the Society to provide short-term loans in small amounts.

The Ye Hosts Loan Fund was established by this recognition society of the School for students in need of temporary financial assistance.

The Raymond M. Cantwell Loan Fund was established by Mr. Cantwell '52, with a check of \$1,500 he received as winner of an Idea Bank Contest conducted by Admiral Sales Corporation. The money is available on easy terms.

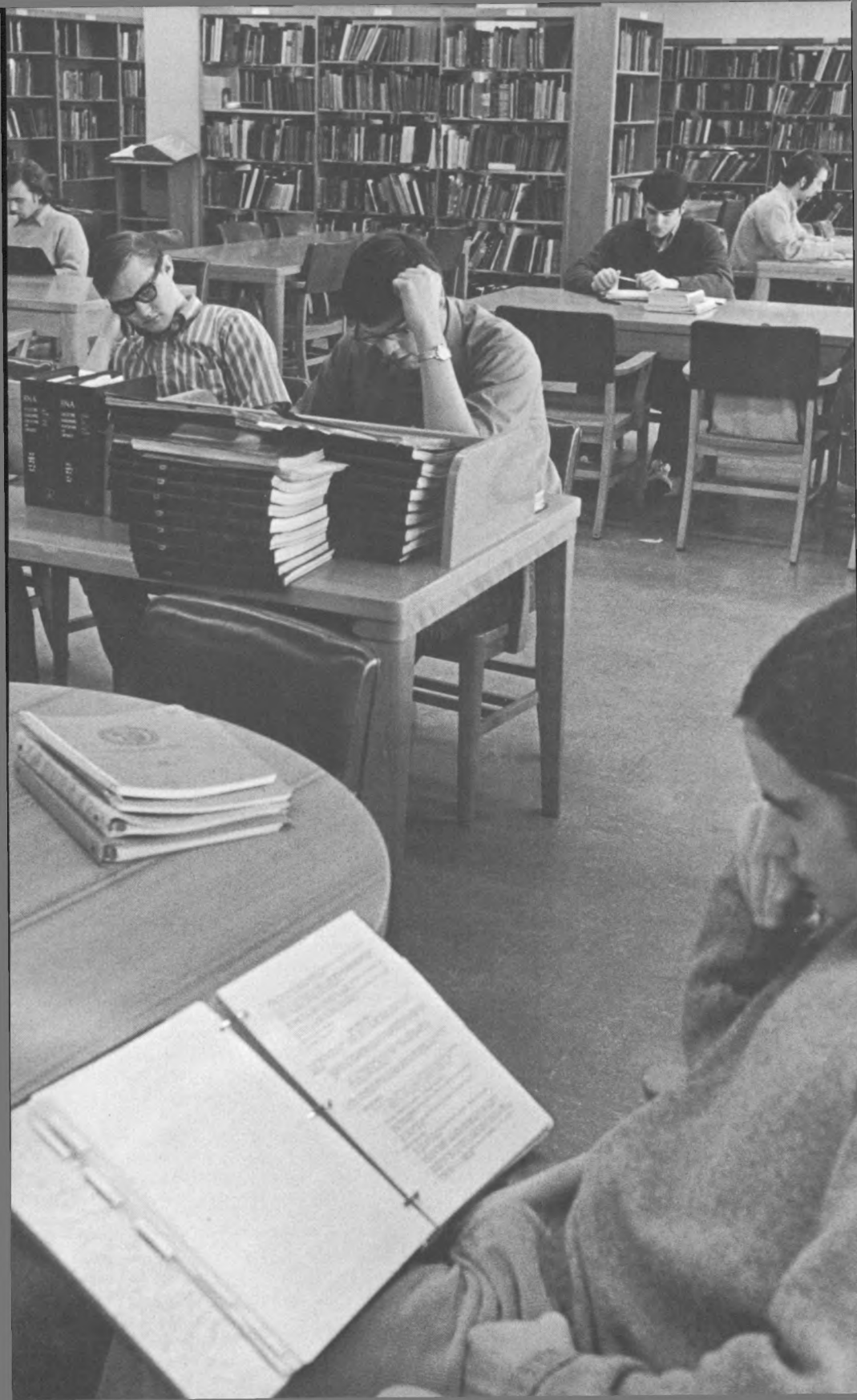
The Barney L. Allis-Louis and Dorothy Kovitz Scholarship Loan Fund was established by Dr. and Mrs. Louis Kovitz and Mrs. Susi Allis Kohan, relatives of one of America's distinguished hotel men, as a lasting and fitting tribute to the memory of Barney L. Allis, long-time proprietor of the Hotel Muehlebach in Kansas City, Missouri.

The Dr. V. Allen Christian Student Loan Fund was established with an initial gift of \$1,000 from Professor V. A. Christian '61 in memory of his father. Loans are to be made to worthy students in the School of Hotel Administration who are in need of funds for a short period of time.

The Grohmann Scholarship and Loan Fund in the initial amount of \$25,000 was established by the H. Victor Grohmann '28 family for worthy and needy undergraduate or entering Cornell University students. Loans are to be made on a short-term basis at no interest, preference to be given to students in the School of Hotel Administration, varsity athletes, fraternity men, sorority women, and foreign students.

The Terrance Harland Memorial Loan Fund was established with an initial contribution by Professor Vance Christian '61 in memory of Terrance Harland, son of Mr. and Mrs. John Harland of the Miami Beach Holiday Inn; used to support loans to needy and worthy students. Additional donations were made in 1972.

The Donald N. Pritzker Memorial Foundation Loan Fund was initiated with a contribution of \$5,000 to be used according to the procedures and policies determined by the dean and other members of the School's Committee on Scholarships and Loans.



Cornell University

Admission to the School

The School of Hotel Administration offers both undergraduate and graduate programs leading to professional careers in the management of hotels, motels, resorts and condominiums, restaurants, clubs, hospitals, and institutions generally and in their design and equipment layout. The requirements for admission to these programs are presented in the following pages.

Undergraduate Admission

Admission to the School of Hotel Administration may be granted in September and in January to the prospective student who meets the regular academic entrance requirements and the requirements in personal qualifications.

It is the policy of Cornell University actively to support equality of educational opportunity. No student shall be denied admission to the University or be discriminated against otherwise because of race, color, creed, religion, national origin, or sex.

Academic Requirements

The applicant must have completed a secondary school course and must offer at least sixteen acceptable units of entrance credit including English, four units; mathematics, three units; and chemistry, one unit. Additional courses may include mathematics and sciences (especially physics), social studies (including history), and a foreign language. The Scholastic Aptitude Test of the College Entrance Examination Board is required.

Candidates may obtain credit in the subjects they wish to present for admission in one or more ways, or some combination of them:

1. by presenting an acceptable school certificate,
2. by passing, in the required subjects, the achievement tests of the College Entrance Examination Board, or
3. by passing the necessary New York State Regents examinations.

High school and other preparatory work is appraised in the University Office of Admissions

to which the formal application and credentials should be sent.

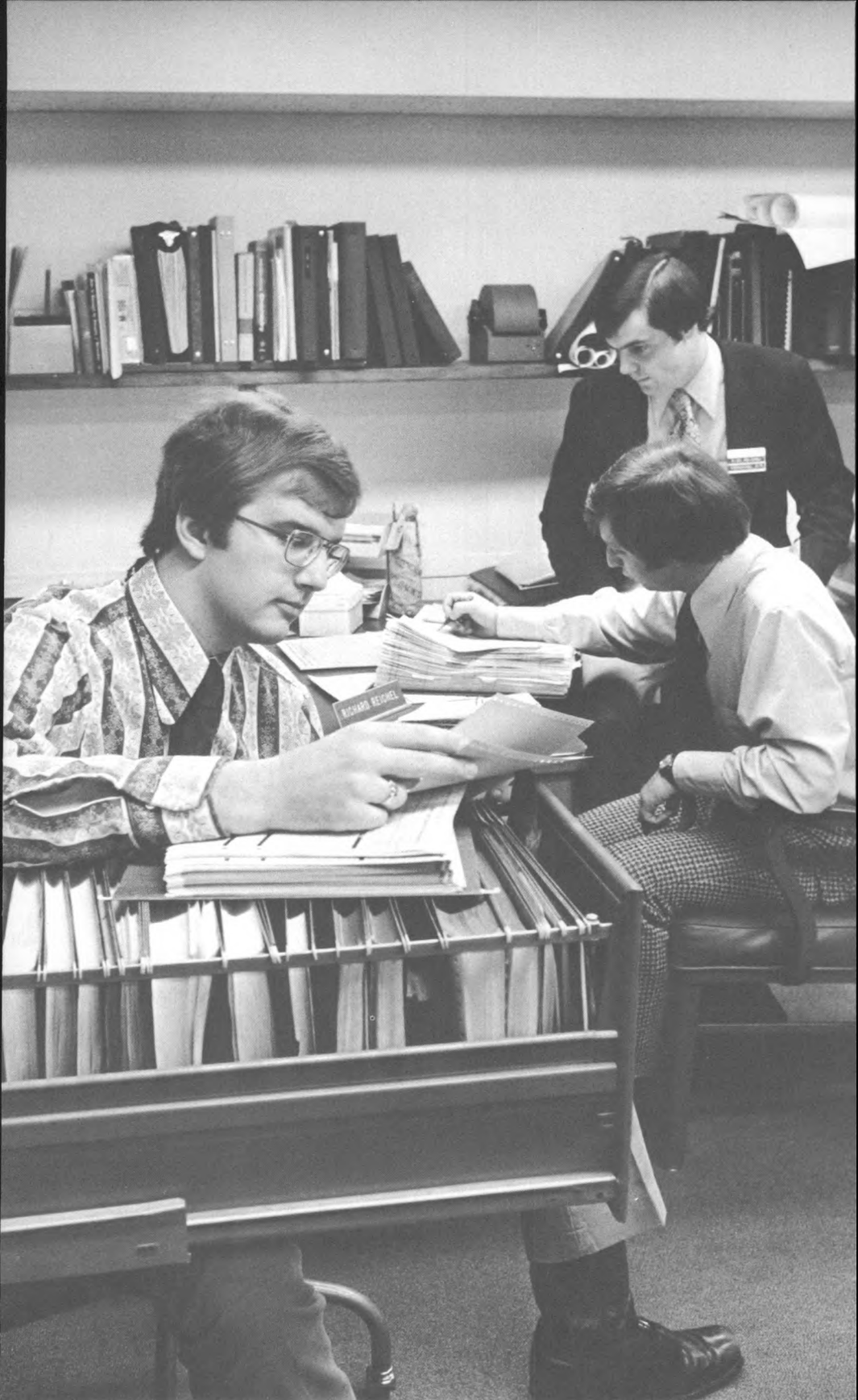
<i>Subject</i>	<i>Units</i>
English	4
Foreign Languages (modern and ancient)*	
French	1-4
German	1-4
Hebrew	1-3
Italian	1-3
Spanish	1-4
Greek	1-3
Latin	1-4
Mathematics	
Elementary Algebra	1
Intermediate Algebra	1
Advanced Algebra	½
Plane Geometry	1
Solid Geometry	½
Plane Trigonometry	½
Sciences	
Biology†	1
Botany	½-1
Chemistry	1
Earth Science	½-1
General Science	1
Physics	1
Zoology	½-1
Social Studies (including history)	
Each course	½-1

A nonrefundable \$20 application fee is required. Correspondence relating to the academic admission requirements should be directed to the University Office of Admissions, Edmund Ezra Day Hall, Cornell University, Ithaca, New York 14850.

* If a foreign language is offered for entrance, it is desirable to present at least two years, although credit will be granted for a single year of study in not more than two languages.

† If a unit in biology is offered, a half-unit in botany and a half-unit in zoology may not also be counted.

Students study in the Howard B. Meek Library, which houses over 16,000 volumes on hotel and restaurant management and related subjects.



Since students enroll for work in hotel administration at Cornell University from all parts of the United States and from other countries, and since the subjects of study available to students in the high schools vary from section to section, the prospective student is allowed wide freedom in the choice of high school subjects. Only English, obviously valuable, chemistry, and the minimum mathematics necessary for the required courses in Properties Management and Financial Management are specified. Students and vocational advisers should not, however, be misled by this freedom. The curriculum in hotel administration includes a number of rigorous courses in accounting, science, and engineering, and, while the Committee on Admissions gives due weight to the more personal factors, it insists, for the protection of the prospective student, on evidence of good scholastic ability—ability to carry an exacting college program.

Although there is no specific language entrance requirement, the Committee believes that a sequence of study of at least three years of a foreign language is likely to be useful to the hotelman or restaurateur and that its completion is an evidence of scholastic ability. Two years of a language are of much less value than three.

While not required, a four-year sequence in mathematics is evidence of good workmanship. Trigonometry is useful in Properties Management courses. The importance of chemistry, in view of the rigorous chemistry courses required in the School's curriculum, cannot be over-emphasized. Physics also would provide a foundation for Properties Management.

For those students who attend the larger schools with a wealth of offerings, some suggestions as to choice of studies may be welcome. In the selection of a preparatory course, consideration should be given to the student's interest and the school's facilities. It may be that the *suggested* preparatory program below will be helpful to the adviser, the parent, and the student.

English, four units.

Mathematics, three or four units:
elementary algebra, intermediate algebra, and plane geometry. Also, if possible, trigonometry, advanced algebra, or solid geometry.

History, at least one unit:
chosen according to interest of the student and facilities of the school.

Foreign language, three units:
French, German, Spanish, or Latin.

Science, at least two units:
chemistry, one unit; physics; general science; biology.

Electives, enough units to make the total sixteen.

Personal Requirements

Because more applicants can meet the academic requirements than can be accommodated in the School, the faculty attempts to choose through a Committee on Admissions (whose decisions are final) those likely to profit most by the instruction offered. The Committee requires that each prospective student arrange an interview with a representative of the Committee on Admissions of the School of Hotel Administration, and that each prospective student take the Scholastic Aptitude Test given by the College Entrance Examination Board.* Applicants are requested to furnish one picture (passport size) at the time of the interview.

The interviews are most satisfactorily held in Ithaca. Therefore, candidates who can conveniently visit Ithaca are urged to do so. They will profit by an acquaintance with the University, its facilities, and its staff. In requesting an interview, applicants should indicate their preference of a date and hour, giving alternative times, if possible. Interview deadlines are April 15 for students applying for fall semester and December 1 for those applying for spring semester. Requests should be addressed to the Admissions Officer, School of Hotel Administration, Statler Hall.†

The Scholastic Aptitude Test is given by the College Entrance Examination Board at points all over the country and in the larger cities abroad. It is given six times a year, but the prospective student should plan to take the test in December or January. Detailed information regarding the places of examination and the exact dates can be obtained by writing to the College Entrance Examination Board, Box 592, Princeton, New Jersey 08540. Prospective students residing in the Rocky Mountain states or farther west should address the Board at Box 1025, Berkeley, California 94701. Admission to the Scholastic Aptitude Test is by prior arrangement only. Application for admission

* By exception this requirement is waived in the cases of applicants who are college graduates possessing Bachelor's degrees, and in the cases of applicants whose mother tongue is not English.

† Not all prospective students, however, can readily come to Ithaca. To meet their needs, arrangements have also been made with graduates and others active in the hotel and restaurant business in most of the principal cities of the world to serve as interviewers. Prospective students should inform the School of their choice of time and place for the interview by writing directly to the School of Hotel Administration, Statler Hall.

As part of the Work-Study Program, selected upperclassmen become managers for Statler Inn, which has fifty-two rooms and restaurants seating 1,000.

should be filed directly with the Board. To avoid a late application fee, it should be filed at least a month in advance of the date of the examination.

The procedures involved in securing admission may appear somewhat involved. They are designed, however, to protect the prospective student. Only those are admitted who seem likely to be able to carry a rigorous college program and who seem likely later to be successful in the industry. The risk of future failure or disappointment is thus reduced to a minimum. To provide ample time for all the arrangements, the formal application for admission must be filed before February 1 for students planning to enter in September.

Applicants should consult the *Announcement of General Information* for details regarding applications, and medical requirements that must be met either before or during the registration period. The *Announcement* may be obtained by writing to: Cornell University Announcements, Edmund Ezra Day Hall, Ithaca, New York 14850.

Transfer Students

With the approval of the Committee on Admissions, students may be admitted to the School with advanced standing from other institutions of college level. To such students, credit will ordinarily be given against the specific degree requirements for those courses for which substantially equivalent work has been done. For that portion of the student's work not applicable to the specific requirements, credit up to 24 hours will ordinarily be given against the requirements of 122 hours. The total of transfer credit allowed may not exceed 60 semester hours. Transfer students will be held, as with nontransfer students, for the completion of the hotel-practice requirement before the last term of residence. When they apply for admission, they are expected to take the Scholastic Aptitude Test (except for bachelor's degree holders), and to present themselves for interviews. Formal applications for admission for those contemplating September entrance should be filed before February 1 with the University Office of Admissions, Day Hall. The spring term application deadline is November 1. A non-refundable \$20 application fee is required. Students will be accepted on transfer from junior colleges, but only if their records show them to be fully qualified for rigorous advanced college work. In each case the preparatory school record must meet Cornell entrance standards, and the junior college record must be of superior grade. No prospective student planning on eventual enrollment in the School of Hotel Administration at Cornell should embark first on a junior college program as a means of avoiding Cornell entrance requirements or as a

matter of economy. Students with entrance deficiencies should remedy them. Those who lack funds should apply for scholarship aid.

Foreign Students

Students from foreign countries who present satisfactory evidence of adequate capacity and training may be admitted to the School. Since their previous education usually does not conform, point by point, to that required of the native student, some latitude may be granted with respect to exact secondary entrance units. It remains essential, however, that the foreign student possess an educational background at least tantamount to the twelve years of secondary schooling required of native applicants, and that the caliber of academic performance be high. If the native language is not English, the applicant will not be required to take the Scholastic Aptitude Test, but should pass the TOEFL, an examination of English proficiency. To qualify as a transfer student, he or she must have a minimum of fifteen credit hours of college-level work.

To be eligible for financial aid students must first support themselves for one year. For further information regarding student aid see pp. 19-25.

All prospective students, wherever they may be located, are required to arrange for an official interview by writing directly to the School of Hotel Administration. Interviews can often be scheduled within the applicant's own country with a representative of the School.

Graduate Admissions

Advanced degrees in the field of hotel, food service, and travel industry management have been offered at Cornell University since 1929. Recently, the School of Hotel Administration and the Graduate School have initiated the Master of Professional Studies (M.P.S.), a new advanced degree in hotel administration.

Holders of the bachelor's degree who are candidates for admission must fulfill the personal admission requirements described on p. 29. Like all other candidates for admission, they present themselves for a personal interview, but they are not required to take the College Board's Graduate Record Examinations. Those who have taken this test, however, are asked to have the Board transmit their scores.

M.P.S. Degree

The M.P.S. degree is available to students who already possess a bachelor's degree from an accredited institution in an area other than hotel administration. It also allows students who have received a B.S. in hotel administration to continue their education on a graduate level

that is less research inclined and more professionally oriented than a Master of Science.

M.P.S. applicants are asked to offer twelve of the following twenty-one credit hours as prerequisites to entering the M.P.S. program:

	Credit Hours
Accounting	6
Economics	6
Psychology	6
Chemistry	3
	—
Total	21

If less than twelve prerequisite hours are offered, the extra hours will be added to the sixty-four required for graduation.

There are three different component parts or tracks of the M.P.S. degree program. The curriculum varies for the three tracks according to areas previously studied.

Track I is a two-year program covering the broad spectrum of hotel management and is available to students who possess a four-year degree in an area other than hotel administration. Track II is for students who possess a B.S. in hotel administration from an institution other than Cornell University, and requires from one to two years to complete. Track III is for students who hold a B.S. in hotel administration from Cornell University, and normally requires one year for completion.

In order to qualify for the M.P.S. degree, each student is required to write an investigative

report under the guidance of an adviser. A practice requirement must also be met.

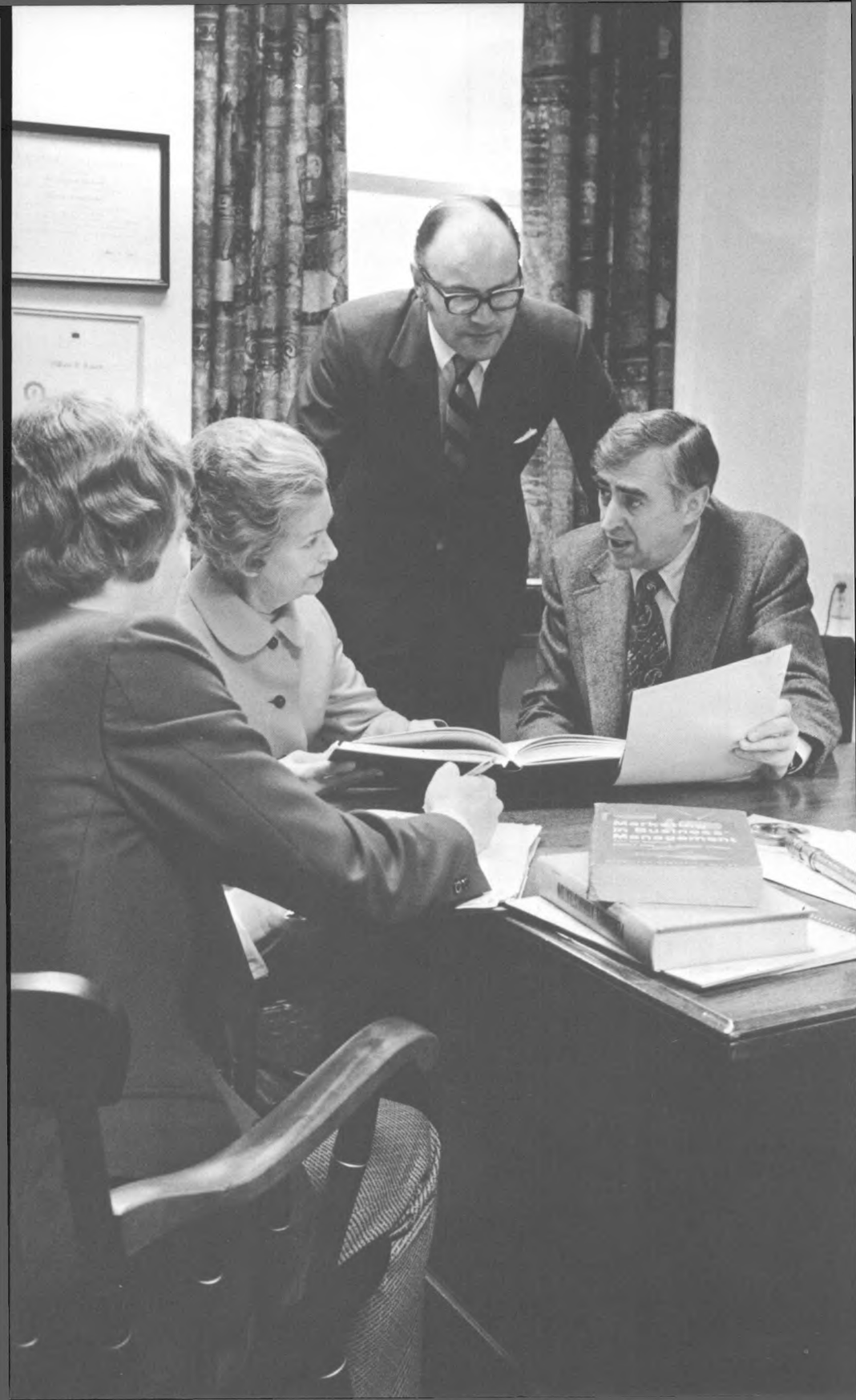
M.S. and Ph.D. Degrees

Persons interested in obtaining the Master of Science degree from the School must first fulfill the School's regular B.S. degree requirements in hotel administration. The Master of Science normally requires one full year of residence beyond the bachelor's degree and completion of an acceptable original thesis. Exceptionally well-qualified graduates of the M.P.S. and M.S. degree programs may be accepted for work toward the Ph.D. degree.

Applications

Application forms and information about general requirements for admission may be obtained from the Graduate School, Sage Graduate Center, Cornell University, Ithaca, New York 14850. Inquiries concerning interview arrangements, information about the School's program, requirements for graduation, and financial aid should be directed to the Graduate Faculty Representative, School of Hotel Administration, Statler Hall, Cornell University, Ithaca, New York 14850.

A limited number of teaching and other assistantships is available to qualified graduate students. Inquiries should be addressed, after the candidate has been accepted as a candidate for an advanced degree, to the Dean's Office, School of Hotel Administration, Statler Hall, Cornell University, Ithaca, New York 14850.



Programs Leading to Academic Degrees

The opportunities for the student to achieve a fulfilling career in the lodging, food service, and travel industries are manifold. These industries have undergone tremendous change and development during the history of the School and today are among the most challenging and rapidly expanding fields of human endeavor.

For more than fifty years, the School's graduates have found that their basic educational preparation provided them with a desirable background to become leaders in these industries and to help shape industry development around the world. During the intervening years, the School's curriculum has benefited from the close guidance of these industry leaders.

Thus, the programs leading to the undergraduate bachelor's degree represent the combined efforts of university educators and of those who are closely attuned to the educational needs of industry. For this reason, the programs outlined below include courses in the liberal arts, some of them specifically named and others to be taken as free electives, and basic courses dealing with the fundamental concepts of the industries that the student is preparing to enter.

The basic program leading to the degree in hotel administration, as set forth below, can be further enriched with a broad selection of elective courses offered by the School and elsewhere in the University. For instance, the student wishing to specialize in financial management, in food and beverage management, or in any other area will find an extensive list of elective courses offered within the School and a suggested list of courses offered by other University divisions, in the next section, "Description of Courses."

Students wishing to earn an advanced degree have an equally broad selection of courses designed to fulfill their specific needs. Graduate students are enrolled in programs that link their previous educational background with the concepts and training basic to industry requirements. For further information on graduate

degree programs, the reader should contact Professor Stanley W. Davis, Graduate Faculty Representative, School of Hotel Administration, Cornell University, Ithaca, New York 14850.

Requirements for Graduation

Regularly enrolled students in the School of Hotel Administration are candidates for the degree of Bachelor of Science. The requirements follow:

1. Completion of eight terms in residence.*
2. Completion, with a minimum average of 2.0, of 122 credit hours required and elective as set forth in the table on p. 35.
3. Completion of 60 points of practice credit before entering the last term of residence, as defined on pp. 34-35.
4. Completion during the first four terms of residence of the University requirements in physical education (see p. 35).

Suggested programs of courses arranged by years appear on pp. 36-37. The specifically required courses indicated account for 85 of the total of 122 hours. From the hotel electives (pp. 37-38), some combination of courses totaling at least 13 credit hours, is to be taken. The remaining 24 hours may be earned in courses chosen at will, with the approval of the student's adviser, from the offerings of any college of the University provided only that the customary requirements for admission to the courses chosen are met.

Students in the School of Hotel Administration who plan to attend summer school at Cornell or elsewhere and Cornell students who pro-

* Students transferring from other colleges and universities may be allowed appropriate credit against the residence requirements at the time of admission. A student who has completed six terms at the School of Hotel Administration and who has attained a distinguished cumulative average may petition the faculty for permission to waive the residence requirement.

pose to attend any other university, with the expectation that credit thus earned might be counted toward the Cornell degree in hotel administration, should obtain the approval of the School in advance. Credit will not be allowed otherwise.

Credit earned in the courses in military science or air science or naval science may be counted in the 24 credit hour group of free electives. Both men and women students are required by the University Faculty to take four courses in physical education, but no credit for the academic degree is allowed for these courses.

Grading System

Letter grades ranging from A+ to F are given to indicate academic performance in each course. These letter grades are assigned a numerical weight for each term average as follows: A equivalent to 4.0; B to 3.0; C to 2.0; D to 1.0; F to 0.0. For good standing, the student should maintain a minimum average of 2.0. In order to graduate, a cumulative average of 2.0 and a final term average of 2.0 are required as minimums. A student may enroll each semester for three credit hours of free elective courses which are to be graded "satisfactory" or "unsatisfactory." In addition, certain hotel elective courses, including Hotel Administration 112 and 514, may be taken on an S-U basis at the option of the instructor, if so arranged during the first two weeks of the term. For a satisfactory grade in such courses an "S" is equal to a letter grade of C or better.

Students whose term average is at least 3.3 and composed of at least twelve credit hours of letter grades, with no unsatisfactory or incomplete grades, are honored by being placed on the Dean's List.

Practice Requirement

As part of degree requirements, each undergraduate enrolled in the School of Hotel Administration must complete a minimum of two summer periods of ten weeks each of full-time, supervised employment and file acceptable reports for each work period.* Optionally, this requirement may be satisfied by completing one such summer work period and sufficient part-time work to equal ten full-time work weeks. Again, acceptable reports must be filed. Students entering the School who have had extensive work experience may satisfy one-half of the work experience requirement if they make application for approval to the Practice Credit Committee at the time of matriculation and

* As set forth in the Practice Instructions supplied on request to the School of Hotel Administration, Cornell University, Ithaca, New York 14850.

submit an acceptable report during the first term following matriculation. Students are not permitted to register for the final term of residence until they have satisfied the practice requirement in full.

The requirement has a number of objectives. Students on practice at some minor or menial job can test their interest in work in the field. They can learn by experience the points of view of the employee and by observation the duties of fellow workers in related jobs, in superior and inferior posts. With thought and imagination they can reflect upon and learn something of the problems of management and their solution. Upon returning to the classroom, students can draw upon this experience to illustrate and to understand the ideas developed by the instructor. After graduation, they can rest their application for permanent employment in part upon the practice experience record and in many cases can rely on contacts established during the practice period to initiate and support their candidacy.

Since cadets in the Army Reserve Officers Training Corps are expected to spend six weeks in camp during the summer before their senior year, it is especially desirable that hotel students who plan to join the Corps and to elect the advanced courses in military science make every effort to expedite their practice work early. By working the full vacation periods of thirteen weeks and by filing superior early reports, it is possible to satisfy the practice requirements and to attend the final summer training camp. Similarly, students enrolled in the Navy Reserve Officers Training Corps who must make summer cruises should anticipate the practice requirements as much as possible.

Although the practice is an essential part of the student's program, the School does not guarantee summer positions. Through the School's numerous contacts with the hotel and restaurant industry a considerable number of openings are available for students of high promise. Other students are assisted in finding work, and ordinarily American students find jobs quite readily. Jobs suitable for foreign students are considerably less numerous. Consequently, the foreign student must expect to have more difficulty in getting located. The School will give assistance as it can to foreign students but in no case can guarantee placement or assume responsibility for it.

Some hotel and restaurant organizations (among them the Sonesta Hotels, Hilton Hotels, Inter-Continental Hotels Corporation, Sheraton Hotels, and Stouffer's and Marriott Corporation) make a point of providing experience opportunities for Cornell students, giving them special apprenticeship arrangements with rotated experience.

Upperclassmen in limited numbers are encouraged to enroll in work-study programs which

Course Requirements for Graduation

<i>Specifically required courses</i>	<i>Hours</i>
Management: HA 111, 211, 112, 114	10
Financial management: HA 121, 122, 221, 222, 225, plus three additional hours	18
Food and beverage management: HA 131, 132, 231, 232	12
Administration: HA 241, 242, plus three additional hours of economics (pp. 53-54); HA 341, 344	15
Properties management: HA 251, 351, 352, 451	12
Managerial communications: Humanities I and II; HA 265	9
Science: HA 171, 172, 173	9
Total, specifically required courses	85
<i>Hotel electives</i>	<i>13</i>
<i>Free electives</i>	<i>24</i>
Total semester hours required for graduation	122

involve six to eight months of on-the-job managerial instruction and experience. The details of these programs are set forth in Hotel Administration 610 (see Directed Studies p. 43).

Students desiring consideration for admission to one of these programs should make application to the assistant dean at least one term in advance.

The type of experience for which practice credit has been given is illustrated in the following list of jobs previously held by hotel students:

Food Service Supervisor, Racquet Club, Philadelphia, Pennsylvania
 Manager, Elka Club, Elka Park, New York
 Datum Club Supervisor (Manager),
 Commissioned Officers' Mess, Open, United States Naval Base, Newport, Rhode Island
 Food and Beverage Control Trainee, London Hilton, London, England
 Accounting Checker, Laventhol Krekstein Horwath and Horwath, New York City
 Steward, Blackhawk Restaurant, Chicago, Illinois
 Design Draftsman, Buckelius Food Service Equipment Company, Shreveport, Louisiana
 Housekeeping Staff, Sheraton-Boston, Boston, Massachusetts
 Food Service Supervisor, Disneyland, Anaheim, California
 Management Trainee, Marriott Corporation, Washington, D.C.
 Management Trainee, Sea Pines Plantation Co., Hilton Head, South Carolina
 Manager, Western Drive-in, Akron, Ohio
 Host, Queens Surf Restaurant, Honolulu, Hawaii
 Assistant Manager, Host Town Motel, Lancaster, Pennsylvania
 Manager, Hyannisport Club, Hyannisport, Massachusetts
 Auditor, Price Waterhouse & Company, New York City

Trainee, Caribe Hilton Hotel, San Juan, Puerto Rico
 Assistant Head Cashier, Grossinger's, Grossinger, New York
 Assistant Credit Manager, Sheraton Hotels, New York City
 Banquet-Sales Trainee, Huntington Town House, New York City
 Supervisor, York Hospital, York, Pennsylvania
 Executive Trainee, El Ponce Inter-Continental Hotel, Ponce, Puerto Rico
 Bartender, Bethesda Country Club, Bethesda, Maryland

Physical Education Requirement

All undergraduate students must complete four terms of physical education in the first two years. Postponements are allowed only by consent of the University Committee on Academic Records and Instruction through its representative in the School's Office of Records and Scheduling.

Exemptions from the physical education requirement may be made by the University Committee on Academic Records and Instruction when it is recommended by the Cornell medical staff or because of unusual conditions of age, residence, or outside responsibilities. Students who have been discharged from the armed forces may be exempted. For students entering with advanced standing, the number of terms of physical education required is reduced by the number of terms which the student has satisfactorily completed, not necessarily including physical education, in a college of recognized standing.

The requirements in physical education are set forth in detail in the *Announcement of General Information*. The courses offered are described in publications made available to entering students by the Department of Physical Education and Athletics.

Undergraduate Curriculum

This typical arrangement of required courses, year by year, is offered for illustration. The courses mentioned are described in detail on pp. 41-61.

Freshman Year

<i>Specifically required courses</i>	<i>Hours</i>
Humanities I and II	6
Elementary Psychology, HA 111	3
Introductory Management, HA 112	1
Information Systems I, HA 114	3
Elementary Accounting, HA 121	3
Hospitality Accounting, HA 122	3
Fundamentals of Food Preparation and Service, HA 131	3
Commercial Food Production, HA 132	3
Food Chemistry I and II, HA 171-172	7
Sanitation in the Food Service Operation, HA 173	2
	<hr/> 34

<i>Suggested electives*</i>	<i>Hours</i>
Lectures in Hotel Management, HA 115	1
Typewriting, HA 161	2

* Thirteen semester hours of hotel electives are to be taken.

Sophomore Year

<i>Specifically required courses</i>	<i>Hours</i>
Macroeconomics, HA 241	3
Microeconomics, HA 242	3
Management of Personnel, HA 211	3
Intermediate Accounting, HA 221	3
Managerial Accounting in the Hospitality Industry, HA 222	3
Financial Economics, HA 225	3
Meat Science and Management, HA 231	3
Property Management Graphics, HA 251	3
	<hr/> 24

<i>Suggested electives*</i>	<i>Hours</i>
Lectures in Hotel Management, HA 115	1
Principles of Marketing, HA 243	2
Hotel Computing Applications, HA 214	3
Front Office Machine Accounting, HA 223	1
Food and Beverage Control, HA 224	2
Specialty Food Preparation, HA 233	3
Typewritten Communication, HA 261	2

* Thirteen semester hours of hotel electives are to be taken.

Junior Year

<i>Specifically required courses</i>	<i>Hours</i>
Effective Communication in Organizations, HA 265	3
A course in financial management*	3
Operational Food Production Systems, HA 232	3
Law of Business, HA 341	3
Law of Innkeeping, HA 344	3
Mechanical and Electrical Problems I and II, HA 351-352	6
	<hr/> 21

<i>Suggested electives†</i>	<i>Hours</i>
Psychology in Business and Industry, HA 314	3
Seminar in Organizational Behavior and Administration, HA 315	3
The Psychology of Advertising, HA 318	3
Resort and Condominium Management, HA 215	2
Lectures in Hotel Management, HA 115	1
Franchising in the Hospitality Industry, HA 244	2
Tourism, HA 245	2
Advertising and Public Relations, HA 317	2
Auditing, (B&PA) NBA 505	3
Investment Management, HA 322	2
Financial Analysis and Planning I and II, HA 323-324	6
Introduction to Statistical Analysis and Inference, HA 326	3
Seminar in Convenience Foods, HA 331	2
International Hotel Cuisine, HA 332	3
Managerial Aspects of Purchasing, HA 336	2
Catering for Banquets, HA 633	3
Law of Business II, HA 342	3
General Survey of Real Estate, HA 346	2
Introductory Food Facilities Engineering, HA 353	3

* The requirement in financial management may be satisfied by three hours selected from the courses listed on pp. 46-47.

†Thirteen semester hours of hotel electives are to be taken.

Senior Year

<i>Specifically required courses</i>	<i>Hours</i>
A course in economics*	3
Physical Plant Planning and Construction, HA 451	3
	<hr/> 6

* The requirement in economics may be satisfied by a minimum of three credit hours in any course in economics beyond Hotel Administration 241, 242 or Economics 101-102, or by such courses as Hotel Administration 216, 311, 322, 323, 324, 346, 347, 441, 443.

<i>Suggested electives†</i>	<i>Hours</i>
Union-Management Relations in Private Industry, HA 311	3
Development of Training Programs, HA 313	3
Lectures in Hotel Management, HA 115	1
Principles of Management, HA 412	2
Seminar in Franchising, HA 316	2
Marketing Management, HA 216	3
Seminar in Destination Resort Planning, HA 456	3
Work-Study Program, HA 610	12
Internal Control in Hotels, HA 421	2
Financial and Tax Aspects of the Leisure Time Industries, HA 327	2
Undergraduate Independent Research in Financial Management, HA 620	‡
Restaurant Management, HA 333	3
Beverage Management, HA 334	2
Hospital Food Service Administration, HA 234	2
Special Problems in Food, HA 338	1
Undergraduate Independent Research in Food and Beverage Management, HA 630	‡
Specialty Restaurant—Steaks Ltd., HA 634	2
General Insurance, HA 246	3
Undergraduate Independent Research in Administration, HA 640	‡
Seminar in Interior Design, HA 452	3
Seminar in Environmental Control, HA 453	3
Seminar in Hotel Planning, HA 454	3
Seminar in Restaurant Planning, HA 455	3
Food Facilities Equipment, Layout, and Design, HA 354	3
Advanced Food Facilities Engineering, HA 457	3
Food Facilities for Convenience Foods, HA 458	2
Managerial Letter Writing, HA 264	2
Undergraduate Independent Research in Managerial Communications, HA 660	‡
Undergraduate Independent Research in Science, HA 670	‡

† Thirteen semester hours of hotel electives are to be taken.

‡ Credit to be arranged.

Programs in Special Areas

While completing the required courses leading to the bachelor's degree, undergraduates in the School have the option of concentrating their studies in a major area of instruction.

These include: food and beverage management, financial management, club management, resort and condominium management, hotel-motel planning and design.

When one of these major fields of concentration is selected, the student, during the sophomore year, should consult the coordinator of instruction in that special area in order to plan the sequence of elective courses and

directed studies that will best fit his or her program.

A list of elective courses offered in the School's special areas of instruction is given below.

Undergraduate Elective Courses in Hotel Administration

Management

Lectures in Hotel Management, HA 115	1
Club Management, HA 213	2
Hotel Computing Applications, HA 214	3
Resort and Condominium Management, HA 215	2
Marketing Management, HA 216	3
Union-Management Relations in Private Industry, HA 311	3
Development of Training Programs, HA 313	3
Psychology in Business and Industry, HA 314	3
Seminar in Organizational Behavior and Administration, HA 315	3
Advertising and Public Relations, HA 317	2
The Psychology of Advertising, HA 318	3
Club Management Seminar, HA 319	1
Hotel Management Seminar, HA 411	1
Principles of Management, HA 412	2
Seminar in Advertising and Public Relations, HA 413	2
Special Studies in the Management of Human Resources, HA 416	2
Work-Study Program, HA 610	12

Financial Management

Front Office Machine Accounting, HA 223	1
Food and Beverage Control, HA 224	2
Auditing, (B&PA) NBA 505	3
Investment Management, HA 322	2
Financial Analysis and Planning I and II, HA 323-324	6
Staff Planning and Operations Analysis, HA 325	2
Introduction to Statistical Analysis and Inference, HA 326	3
Financial and Tax Aspects of the Leisure Time Industries, HA 327	2
Internal Control in Hotels, HA 421	2
Undergraduate Independent Research in Financial Management, HA 620	‡

Food and Beverage Management

Specialty Food Preparation, HA 233	3
Hospital Food Service Administration, HA 234	2
Seminar in Convenience Foods, HA 331	2
International Hotel Cuisine, HA 332	3
Restaurant Management, HA 333	3
Beverage Management, HA 334	2
Menu Planning, HA 335	1

‡ Credit to be arranged.

Managerial Aspects of Purchasing, HA 336	2
Survey of Beverages, HA 337	2
Special Problems in Food, HA 338	1
Buffet Planning and Preparation, HA 339	3
Undergraduate Independent Research in Food and Beverage Management, HA 630	‡
Catering for Banquets, HA 633	3
Specialty Restaurant—Steaks, Ltd., HA 634	2

Administration

Principles of Marketing, HA 243	2
Franchising in the Hospitality Industry, HA 244	2
Tourism, HA 245	2
General Insurance, HA 246	3
Law and the Woman Employee, HA 247	2
Seminar in Franchising, HA 316	3
Law of Business II, HA 342	2
General Survey of Real Estate, HA 346	2
Real Estate Law, HA 347	2
Seminar in Real Estate, HA 441	2
Site Selection Criteria and Computer Models, HA 443	2
Seminar in International Tourism Law, HA 444	3
Undergraduate Independent Research in Administration, HA 640	‡

Properties Management

Principles of Design, HA 255	3
Introductory Food Facilities Engineering, HA 353	3
Food Facilities Equipment, Layout, and Design, HA 354	3
Orientation in Safety of Personnel and Property, HA 355	1
Seminar in Interior Design, HA 452	3
Seminar in Environmental Control, HA 453	3
Seminar in Hotel Planning, HA 454	3
Seminar in Restaurant Planning, HA 455	3
Seminar in Destination Resort Planning, HA 456	3
Advanced Food Facilities Engineering, HA 457	3
Food Facilities for Convenience Foods, HA 458	2
Undergraduate Independent Research in Properties Management, HA 650	‡

Managerial Communications

Typewriting, HA 161	2
Typewritten Communication, HA 261	2
Typewriting and Business Procedures, HA 262	3
Shorthand Theory, HA 263	3

Managerial Letter Writing, HA 264	2
Shorthand Transcription, HA 361	2
Undergraduate Independent Research in Managerial Communications, HA 660	‡

Science

Undergraduate Independent Research in Science, HA 670	‡
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Graduate Curriculum

Persons holding the B.S. degree in hotel administration from Cornell University who are candidates for the M.S. or Ph.D. degree should refer to the admissions and degree requirements set forth in the *Announcement of the Graduate School*. The student's program is developed with the aid and direction of a special committee, whom he or she chooses from members of the graduate faculty, and this committee also approves the thesis.

Candidates for the Master of Professional Studies degree pursue one of three tracks in their graduate studies, according to the areas previously studied. Students whose undergraduate degrees are in an area other than hotel administration follow Track I, for which the required two-year program is set forth below.

The curricula for M.P.S. Tracks II and III are specifically designed for each student, based on previous experience and career goals. Students qualifying for Track II (those who hold B.S. degrees in hotel administration from an institution other than Cornell) would be expected to have taken the courses required for Track I as part of their undergraduate work. If they have not done so, then these courses would be part of their graduate program. Track III is for students who hold a B.S. in hotel administration from Cornell, and normally requires only one year for completion.

Students entering Tracks II and III should meet with the graduate faculty representative soon after their arrival to select a graduate adviser. Under each area of instruction this *Announcement* lists courses planned for graduate study from which the candidate and a graduate adviser can develop a concentration of studies in one or more areas of special interest.

Each student also writes an investigative report, under the guidance of an adviser, to meet requirements for the M.P.S. degree. This report should preferably deal with the major area of the student's concentrated program.

‡ Credit to be arranged.

Required Program for M.P.S. Track I Students*

<i>Specifically required courses</i>	<i>Hours</i>
Managerial Accounting in the Hospitality Industry, HA 222	3
Front Office Machine Accounting, HA 223	1
Graduate Financial Management II, HA 722	4
Graphics, Project Development and Construction, HA 751	3
Graduate Studies in Electrical and Mechanical Systems, HA 752	3
Hotel Computing Applications, HA 214	3
Food Chemistry, HA 771	4
Sanitation in the Food Service Operation, HA 173	2
Graduate Studies in Food Management, HA 732	3
Graduate Operational Food Production Systems, HA 733	3
Management of Restaurant Systems, HA 734	3
Law of Innkeeping, HA 344	3
Management elective	3
Seminar in Marketing, HA 712	3
Monograph	3
<hr/>	<hr/>
<i>Total, specifically required courses</i>	44
<i>Elective courses</i>	20
<hr/>	<hr/>
Total semester hours required for M.P.S. Track I students	64

* The curricula for M.P.S. Tracks II and III are specifically designed for each student, based on previous experience and career goals. As a guide, however, students interested in Track II (those who hold B.S. degrees in hotel administration but not from Cornell) would be expected to have taken those courses required for Track I as part of their undergraduate work. If they have not done so, then these courses would be part of their graduate program.



Cornell University

Description of Courses

Except for some general University courses regularly taken by students in the School of Hotel Administration and included in the list for their convenience, all the courses described herein are arranged and given by the Hotel School faculty especially for hotel students; in many cases they are taught by active hotel or restaurant executives. Many other courses are open as electives to hotel students: courses in the sciences; in communication, language, and literature; in economics, history, and government; in music, aesthetics, and philosophy; in engineering, architecture, medicine, and law. For full information regarding these latter offerings reference may be made to the *Announcements* of the other colleges and schools of the University.

All academic courses of the University are open to students of all races, religions, ethnic origins, ages, sexes, and political persuasions. No requirement, prerequisite, device, rule, or other means shall be used by any employee of the University to encourage, establish, or maintain segregation on the basis of race, religion, ethnic origin, age, sex, or political persuasion in any academic course of the University.

Management

Open Only to Students in Other Divisions

HA 310 Organizational Behavior Credit two hours. Open only to students outside the School of Hotel Administration. D. A. Dermody.

Relation of current research in the behavioral sciences to practical problems of business as developed from actual cases. Particular emphasis will be placed on leadership effectiveness and employee productivity.

Human Resources

HA 111 Elementary Psychology Credit three hours. Required. S. W. Davis.

Professor Broten (*standing*), director of research and development, examines the computing programming of a marketing study conducted for the hotel industry.

An introductory study of basic psychological principles which are involved in understanding human behavior. The course is oriented toward the notion that such understanding is integral to successful hotel management and further applied study. Possible applications are discussed throughout the course.

HA 211 Management of Personnel Credit three hours. Required. Prerequisite: Hotel Administration 111 or the equivalent. D. A. Dermody.

A practically oriented approach to personnel management, including an introduction to organizational behavior, the selection and placement of personnel, the role of supervision, performance appraisal, wage and salary administration, employee motivation and union-management relations. Class discussion is based on case studies drawn from industry. Lectures are augmented by use of case material and role playing.

HA 311 Union-Management Relations in Private Industry Credit three hours. Hotel elective. Open to upperclassmen, graduate students, or by consent of the instructor. F. A. Herman.

Major areas of study will include: the development of the trade union movement in the United States, with emphasis on the history and structure of unions active in all phases of the hospitality industry; federal and state laws governing the bargaining relationship, including the role of the National Labor Relations Board; collective bargaining; contract administration; and the critical role of conciliation procedures (e.g., mediation, arbitration) in keeping industrial peace.

HA 313 Development of Training Programs Credit three hours. Hotel elective. Open to upperclassmen and graduate students. Pre-

requisite: Hotel Administration 211. D. A. Dermody and E. A. Ference.

The development of training programs for employees and management. Thoroughly explores the construction and implementation of training programs and methods through case histories.

HA 314 Psychology in Business and Industry Credit three hours. Hotel elective. Prerequisites: Hotel Administration 111 and 211 or the equivalent. S. W. Davis.

The principles of psychology applied to industrial and business systems: personnel selection; placement and training; problems of men at work including evaluation, motivation, efficiency, and fatigue; and the social psychology of the work organization. While Hotel Administration 314 is not a prerequisite for Hotel Administration 315, it is recommended that this course be taken first if the student plans to enroll in Hotel Administration 315.

HA 315 Seminar in Organizational Behavior and Administration Credit three hours. Hotel elective. Prerequisites: Hotel Administration 111 and 211 or the equivalent; Hotel Administration 314 is recommended. S. W. Davis.

Relation of current research in the behavioral sciences to practical problems of business as developed from actual cases. Particular emphasis is placed on leadership effectiveness and employee productivity. Each participant is responsible for an in-depth research project related to the course's subject matter.

HA 318 The Psychology of Advertising Credit three hours. Hotel elective. Open to upperclassmen and graduate students. Prerequisites: Hotel Administration 111 and 243, or consent of the instructor. S. W. Davis.

The psychological principles of learning, perception, and motivation are first reviewed and then discussed within the context of both past and present advertising practices. Next, applications are covered in relation to anticipated technological and sociological changes. Consideration is given to the ethical implications of the techniques discussed. Each student submits an outline of an advertising campaign predicated on one or more of the psychological principles presented.

HA 416 Special Studies in the Management of Human Resources Credit two hours. Hotel elective. Open to upperclassmen and graduate students. Prerequisite: consent of the instructor. D. A. Dermody.

Students are afforded the opportunity to work in advanced areas of personnel administration.

General Management

Required Courses

HA 112 Introductory Management Credit one hour. Required. Open to freshmen and transfer students with five or more terms of residence requirement. V. A. Christian.

A survey of the hospitality industry in today's economy. Emphasis on industry growth and development, management problems, and principles of hotel, motel, and restaurant management. Lectures on the role of the School of Hotel Administration and its curricula in the hospitality industry are covered. Visual tour of hotels and other hospitality industry fields is conducted.

HA 312 Introductory Management Credit one hour. Required. Open to transfer students with four terms of residence requirement and graduate students. V. A. Christian.

A survey of the hospitality industry in today's economy. Emphasis on industry growth and development, management problems, and principles of hotel, motel, and restaurant management.

Elective Courses

HA 115 Lectures in Hotel Management Credit one hour. Hotel elective. Open to all classes. May be taken for credit each semester. R. A. Beck.

A series of lectures given by nonresident speakers prominent in the hotel, restaurant, and allied fields.

HA 213 Club Management Credit two hours. Hotel elective. J. F. Tewey.

Managerial aspects of all types of clubs, from the small city club to large multiple-activity organizations, are covered through lectures given by club managers, staff, and other authorities in the field. Different club structures are analyzed from the managerial viewpoint, including nonprofit, private, and institutional organizations.

HA 215 Resort and Condominium Management Credit two hours. Hotel elective. M. Noden.

A lecture course in the operation of the resort hotel, including condominiums. Resorts of the various types, seasons, and economic levels are considered. Emphasis is given to the promotion of business, to the provision of facilities and services and guest entertainment, and to the selection, training, and direction of the employed staff. Terminology, rental pool agreements, and S.E.C. regulations, together

with developer-management-owner contracts and relationships in condominiums are reviewed.

HA 319 Club Management Seminar Credit one hour. Hotel elective. Open to upperclassmen and graduate students. Prerequisite: Hotel Administration 213. J. F. Tewey.

A discussion class for students who are planning careers in club management that provides them with an opportunity to exchange ideas with leading authorities in club management.

HA 411 Hotel Management Seminar Credit one hour. Hotel elective. Limited to twenty-five seniors. R. A. Beck.

Lecturers from industry who are leading executives in their fields will discuss with senior students important developments in the hospitality and travel industries.

HA 412 Principles of Management Credit two hours. Hotel elective. Open to seniors and graduate students only. Prerequisites: Hotel Administration 211 or equivalent and consent of the instructor. P. L. Gaurier.

A seminar course designed to examine management processes, concepts, and principles; and to improve personal competence in decision making, problem solving, and communication. Each student prepares a comprehensive analytical report, based on previous work, for class discussion and analysis. Sufficient time is given during the first few weeks of the course to discuss management principles and concepts and thus give the student an understanding of the type of report to prepare.

Marketing

HA 216 Marketing Management Credit three hours. Hotel elective. Prerequisite: Hotel Administration 243. W. H. Kaven.

The marketing function is studied as a management activity including: analysis of marketing opportunities; organizing of marketing activity; planning the marketing program; and controlling the market effort. The course is oriented to the decision-making process in marketing. Text, cases, discussions, and visiting lecturers from the hotel industry in the areas of marketing research, pricing, and related subjects supplement instruction.

HA 317 Advertising and Public Relations Credit two hours. Hotel elective. Open to upperclassmen and graduates. Fall term. H. V. Grohmann and staff.

Fundamentals of advertising, publicity, and public relations and the part each plays in a coordinated business promotion program for different types of hotels and restaurants. The lectures and visual displays depict various

advertising techniques as well as current campaigns.

HA 413 Seminar in Advertising and Public Relations Credit two hours. Hotel elective. Open to seniors and graduate students. Prerequisite: Hotel Administration 317. H. V. Grohmann.

A seminar course dealing principally with case histories of the advertising, publicity, business promotion, and public relations of hotels, resorts, restaurants, and national travel attractions. Students have the opportunity to analyze and create their own advertising programs including names, logotypes, symbols, copy themes, complete marketing plans, and forecasts for properties of their choice.

HA 712 Seminar in Marketing Credit three hours. Open to graduate students only and required of M.P.S. candidates. W. H. Kaven and H. J. Recknagel.

This discussion course in marketing management combines the lectures given in Hotel Administration 216 with case studies developed and presented by marketing authorities in the hospitality industry.

Information Systems

HA 114 Information Systems I Credit three hours. Required. R. M. Chase.

An introduction to information systems and computing machines. Students learn keypunching and programming skills for application to selected business problems. Use of preprogrammed routines augments and extends the student's own work. Projects involving the hospitality industry are executed on the University's or the School's computers.

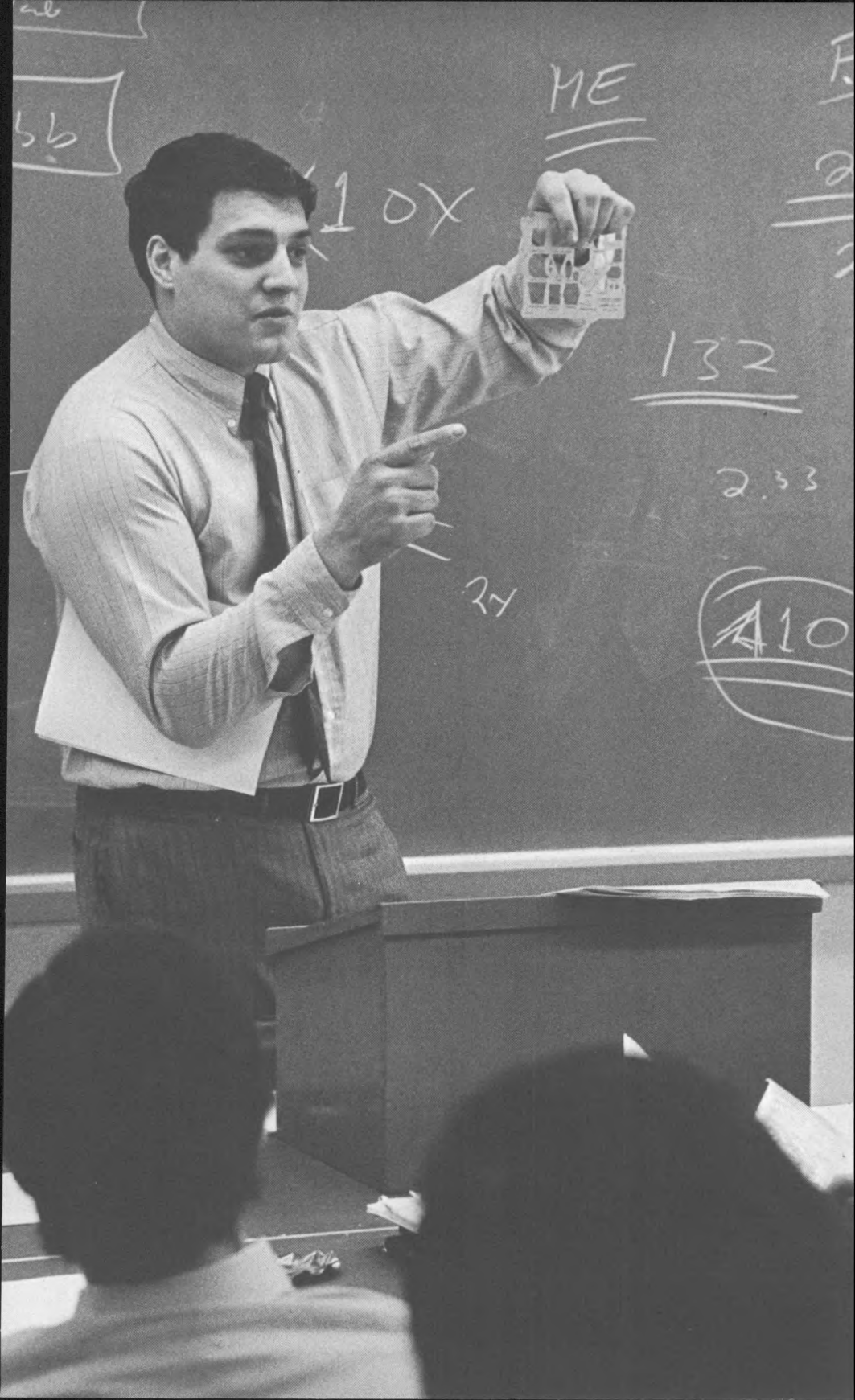
HA 214 Hotel Computing Applications Credit three hours. Hotel elective. Required of M.P.S. candidates. Prerequisite: Hotel Administration 114. T. M. Diehl and R. G. Moore.

This course is planned to acquaint students with some of the diverse applications of computing technology within the hotel industry through case studies by lecturers drawn from industry. In addition to lectures, the students will work on a systems development project.

Directed Studies

HA 610 Work-Study Program Credit twelve hours. Hotel elective. Open only to upperclassmen with permission.

Students who enroll in this program have the opportunity to combine managerial instruction with on-the-job management experience. Juniors and seniors should apply for admission one semester in advance. Instruction is provided by



the School's faculty and by the organization participating in work-study arrangements. Currently, work-study programs are in operation at five locations: (1) the Statler Inn on the University campus; (2) in Washington, D.C., under the sponsorship of the Marriott Corporation and the Washington Hilton Hotel; (3) at the Hilton Head Inn in South Carolina; (4) in New York City; and (5) in Atlanta, Georgia. Other similar programs can be arranged. Students receive both academic credit and practice credit, pay full tuition and receive appropriate financial remuneration for the period of the program.

HA 710 Graduate Independent Research in Management Credit to be arranged. Open to graduate students in Hotel Administration only.

Designed specifically for graduate students working on theses or other research projects. Any member of the graduate faculty of the School of Hotel Administration, upon consultation with the student, may be selected to direct a particular problem of special interest to the student.

Financial Management

The entire fourth floor of the school section of Statler Hall—six laboratories and nine offices—is set aside for instruction in financial management. Certain of the lecture rooms and laboratories are furnished and equipped with an inventory of hotel front office and calculating machinery. Hotel students also have access to the University's IBM 370/168 computer and the School's two Mobydata minicomputers.

Graduates who plan to go into hotel and restaurant accounting and who expect eventually to become candidates for admission to the examination for a certificate as a certified public accountant in the state of New York may, by taking a special program, earn the certification of the School of Hotel Administration as having completed the course of study approved by the New York State Education Department. The program involves carrying a substantial load of additional subjects. Such students should plan their schedules early in their academic careers.

In financial management, a total of eighteen hours is required, of which fifteen hours are specifically required. Courses in financial management chosen beyond the required eighteen hours may be counted as hotel electives. The recommended sequence is:

First Year

Fall term: Hotel Administration 121
Spring term: Hotel Administration 122

Professor Moore instructs a class in Fortran, the computer language.

Second Year

Fall term: Hotel Administration 221
Spring term: Hotel Administration 222
Fall or spring term: Hotel Administration 225

Third Year

At least three credit hours of financial management must be selected from those electives listed below to satisfy the required total of eighteen hours.

Instruction in financial management is given by R. A. Beck, R. M. Chase, and D. C. Dunn, and also by R. M. Angelo, T. C. Chevoor, T. M. Diehl, J. J. Eyster, W. R. Farnsworth, D. H. Ferguson, A. N. Geller, R. W. Lee, J. F. Tewey, and their assistants.

Open Only to Students in Other Divisions

HA 120 Basic Principles of Accounting and Financial Management Credit two hours. Not open to Hotel students.

A survey course covering accounting principles, financial statement analysis, and income and payroll taxes. The course is designed for the student who desires a general knowledge of the language of business and finance. May be taken with Hotel Administration 322 to include the investment aspects of financial management.

Required Courses

HA 121 Elementary Accounting Credit three hours. Required.

Provides an introduction to the principles of general accounting. Practice includes elementary problems in developing the theory of accounts. Among topics included are: adjusting journal entries, the work sheet, financial statements, special journals, the operation of control accounts, and accounting for fixed assets.

HA 122 Hospitality Accounting Credit three hours. Required. Prerequisite: Hotel Administration 121 or the equivalent.

A course designed to expose the students to the accounting systems found operative in hotels, motels, and restaurants—as recommended by the American Hotel and Motel Association. Among the topics considered are hotel-motel front office accounting, the restaurant and other sales areas, the special journals and ledger accounts peculiar to hotel accounting systems, the flow of accounting transactions through the system, the preparation of hotel financial statements, and their interpretation.

HA 221 Intermediate Accounting Credit three hours. Required. Prerequisite: Hotel Administration 121 or the equivalent.

Problems arising in the field of intermediate accounting. Subjects covered include problems dealing with partnership organization, operation, and dissolution; corporation accounts and records; transactions involving capital stock; stocks and bonds as investments; and interpretation of financial statements.

HA 222 Managerial Accounting in the Hospitality Industry Credit three hours. Required of undergraduates and M.P.S. candidates. Prerequisites: Hotel Administration 121, 122, and 221 or the equivalent.

Deals with the generation and analysis of quantitative information for the purpose of planning, control, and decision making by managers at various levels in hospitality industry operations. Emphasis is placed on the need for and use of timely and relevant information as a vital tool in the management process.

HA 225 Financial Economics Credit three hours. Required. Open to sophomores and upperclassmen.

An objective study of managerial and technical problems involving numeric solutions. Special emphasis is placed upon the mathematics of finance as applied to investment decisions. Students use the Cornell Hotel Administration Simulation Exercise during the term.

Elective Courses

HA 223 Front Office Machine Accounting Credit one hour. Hotel elective. Required of M.P.S. candidates who do not take Hotel Administration 122. Prerequisite: Hotel Administration 121 or the equivalent. Best taken after Hotel Administration 122. One two-hour practice period per week is individually scheduled.

Students learn the operation of the NCR front-office posting machine by completing a series of practical exercises ranging from simple posting of charges and credits to error correction and the night audit.

HA 224 Food and Beverage Control Credit two hours. Hotel elective. Prerequisites: Hotel Administration 122 and 132, or consent of the instructor.

Essentials of food and beverage control from both the operational and accounting standpoints. Practice with typical methods and forms found in the hospitality industry.

HA 322 Investment Management Credit two hours. Hotel elective. Open to juniors, seniors, and graduate students, and to others with consent of instructor.

A survey of investment opportunities and the methods of analysis used by business and the individual to determine the best use of invest-

ment funds. Special emphasis is placed on the stock and bond markets, including security portfolio management.

HA 323 Financial Analysis and Planning I Credit three hours. Hotel elective. Prerequisites: Hotel Administration 222 and 225. Satisfies economics elective.

An examination of the financial statements of several types of businesses in the hospitality industry using various methods of analysis. Discussion and case studies involve the following areas of financial management: tax environment, profit, planning and forecasting, budgeting, capital budgeting techniques, use of leverage, valuation and rates of return, and the cost of capital.

HA 324 Financial Analysis and Planning II Credit three hours. Hotel elective. Prerequisite: Hotel Administration 323 or consent of instructor.

A continuation of Hotel Administration 323, this course covers valuation and financial structure; working capital management; long-term financing; and valuation in mergers and corporate readjustments. Current developments are covered by visiting lecturers and through supplementary readings. Students also employ course concepts in a two-week computer management simulation exercise.

HA 325 Staff Planning and Operations Analysis Credit two hours. Hotel elective. Prerequisites: Hotel Administration 121, 122, 221, and 323, or consent of the instructor.

Students obtain a working knowledge of the terminology, concepts, and procedures utilized by hotel management in developing information and making decisions relevant to forecasting and controlling manpower requirements that are consistent with fluctuating business conditions. The approaches designed to maintain operational control and evaluate overall performance within the hotel are also covered. Major topics included are staff planning, budgeting, scheduling and payroll control, forecasting techniques and practices, considerations for operating within the guidelines of collective bargaining, analysis of financial statements and hotel case studies oriented toward productivity. A required field trip to the New York Hilton is part of the study program, for which there is a nominal fee.

HA 326 Introduction to Statistical Analysis and Inference Credit three hours. Hotel elective. Open to juniors, seniors, and graduate students.

A first course, intended as an introduction to the basic techniques of statistical method, important both to the businessman and to the prospective researcher as well. Students with any previous exposure to statistics or prob-

ability should see the instructor before course registration.

HA 327 Financial and Tax Aspects of the Leisure Time Industries Credit two hours. Hotel elective. Prerequisite: Hotel Administration 222 or consent of the instructor. Under the direction of R. M. Angelo and instructors from Laventhol Krekstein Horwath and Horwath.

Financial and tax considerations associated with planned and existing operations which provide products and services for leisure time pursuits. Areas of study include development, acquisition, expansion, and diversification of operations as well as operational analysis of existing properties and projects. Current trends in international development will be included.

HA 421 Internal Control in Hotels Credit two hours. Hotel elective. Open to seniors and graduates and to certain others by consent. Prerequisite: Hotel Administration 122.

Discussion of the problems encountered in distributing the accounting and clerical work in hotels so as to provide a good system of internal control. Study of many actual cases on the failure of internal control and the analysis of the causes of the failure. Practical problems and actual techniques of functioning systems of internal control.

(B&PA) NBA 505 Auditing Credit three hours. Hotel elective. Prerequisites: Hotel Administration 121, 122, and 221 or the equivalent.

The work of the independent public accountant. Practice includes the preparation of audit work papers, internal control in general, and the preparation of the auditor's report.

HA 721 Graduate Financial Management I Credit four hours. Open to graduate students only. D. C. Dunn.

This course pursues general accounting principles at an intensive pace from introductory fundamentals through partnership and corporate accounting, and prepares the M.P.S. candidate without the accounting prerequisite for the Hotel Administration 222 and 722 required sequence which follows in the next term. M.P.S. students who already have three credit hours of elementary accounting should take Hotel Administration 221, not 721.

HA 722 Graduate Financial Management II Credit four hours. Required of M.P.S. candidates. Open to graduate students and others by consent of the instructors. Prerequisites: Hotel Administration 721 or the equivalent, and Hotel Administration 222. R. M. Chase and R. W. Lee.

An examination of corporate financial management with concentration upon the hospitality

industry. Special emphasis is placed on ratio analysis, impact of taxes, profit planning, capital budgeting and valuation. Use of cases and the Cornell Hotel Administration Simulation Exercise augment the text and lectures.

Directed Studies

HA 620 Undergraduate Independent Research in Financial Management Credit to be arranged. Hotel elective. Prerequisite: written consent obtained before registration from the faculty member who is to direct the study.

Students are afforded an opportunity to pursue independent research projects under the direction of a faculty member. Only the first three credit hours of directed study may be credited toward hotel electives during the student's undergraduate academic career. Additional directed study, if taken, will be credited toward free electives.

HA 720 Graduate Independent Research in Financial Management Credit to be arranged. Graduate students only.

As appropriate, graduate students may enroll in this course for thesis or monograph research, or for other directed study. The student must have in mind a project and obtain written agreement in advance of registration for the term from a faculty member who will oversee and direct the study. Forms are available in the office of the graduate faculty representative.

Suggested Courses in Finance in Other Divisions

Many other courses in finance are open to hotel students who have completed the required basic six hours in economics. Full details regarding the others are given in the *Announcement of the College of Arts and Sciences*, the *Announcement of the College of Agriculture and Life Sciences*, and the *Announcement of the Graduate School of Business and Public Administration*. Hours and instructors are announced each term.

Public Finance: Resource Allocation (Economics 335)

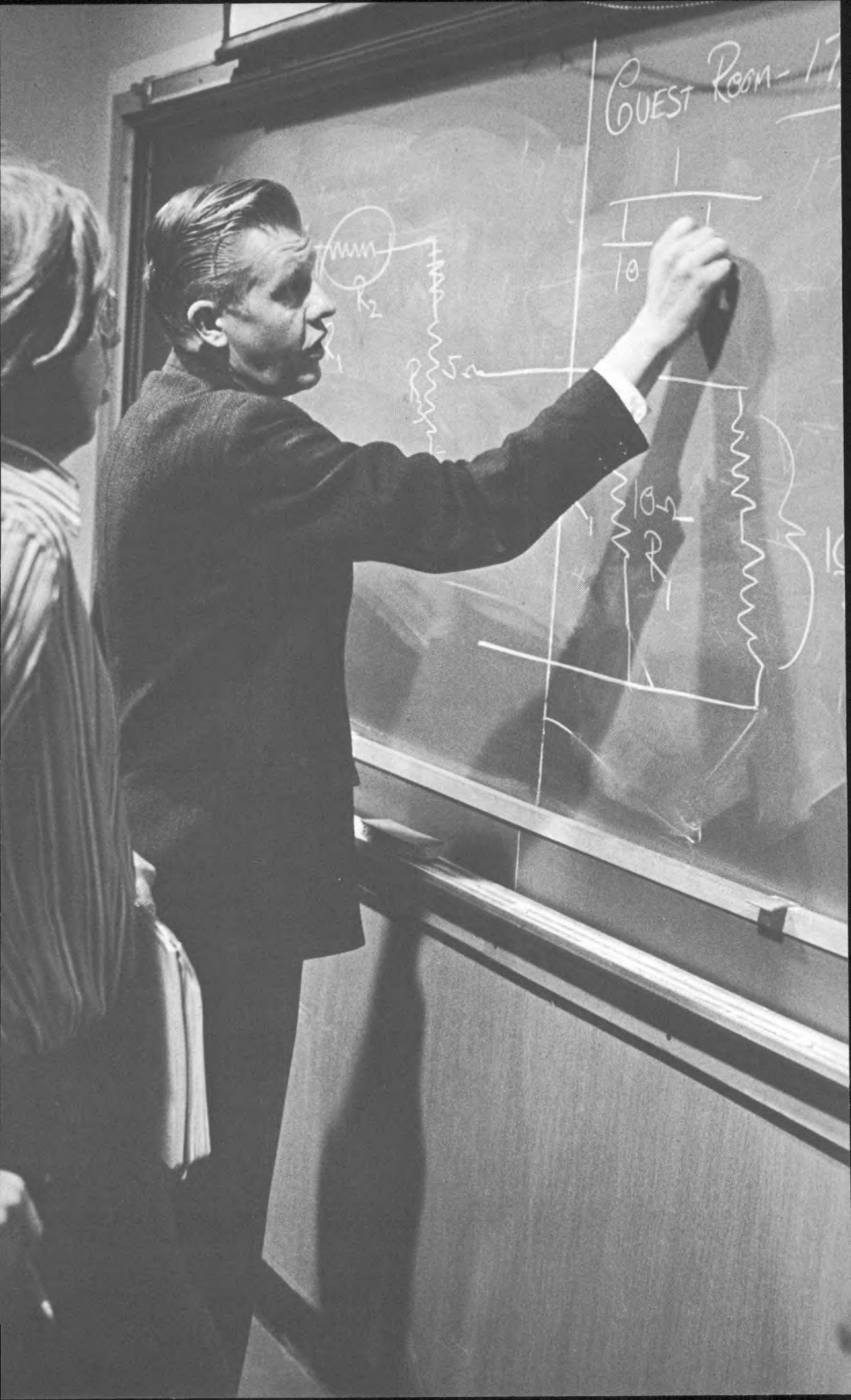
Corporate Financial Management (Business and Public Administration NBP 502)

Business Enterprise and Public Policy (Business and Public Administration NCE 521)

Transportation: Rates and Regulations (Business and Public Administration NBA 570)

Data Processing and Computers

See *Hotel Administration* 114 and 214 on p. 43.



Food and Beverage Management

Statler Hall provides excellent facilities for instruction in all aspects of food and beverage: in the purchasing, storage, preparation, service, and merchandising of food as well as wines and liquors. Among the facilities are: (1) the "Oscar of the Waldorf" lecture room, a sloping-floor auditorium seating 133, equipped with a laboratory demonstration table, sink, and roll-away range; (2) two elementary food laboratories, each accommodating twenty students and each equipped with twenty stoves and twenty sinks as well as extensive stainless steel work spaces and all necessary mechanical equipment; (3) a lecture demonstration area for instruction in the selection and grading of meats, poultry, and fish; (4) a laboratory for cutting and portioning meats, poultry, and fish, equipped with extensive refrigerator and freezer storage units, power appliances, and testing devices; (5) a series of experimental kitchens for the testing of recipes and procedures; (6) an especially designed blast freezing chamber; and (7) the commercial kitchens of the Statler Inn where the students prepare, under instruction, the food for the various Statler Inn and Statler Club dining rooms, which have seating totaling 1,000. Kitchens are laid out to function both as quantity food production centers and as training centers for prospective hotelmen and restaurateurs learning food production on a large-quantity basis. The equipment, all of commercial size and of the latest design, duplicated in gas and electricity, is so varied that the student has the opportunity to use and to analyze a wide range of modern kitchen appliances. The student lounge kitchen is designed for the use of students for their daily coffee hour, and for their parties and receptions. These laboratories are for the exclusive use of the School's hotel and restaurant students. They are designed and equipped especially for their particular teaching functions.

In Food and Beverage Management, twelve hours are required. Courses beyond the required twelve hours may be counted as hotel electives.

Open Only to Students in Other Divisions

HA 330 Introduction to Wine and Spirits

Credit two hours. Open only to upperclassmen and graduate students outside the School of Hotel Administration who are over eighteen years of age. V. A. Christian.

Covers the history of wine and spirits. The main focus is on flavor characteristics, fermentation processes, and brand specifications. Lectures also include purchasing, storage, wine tasting techniques, and drink formulas. Samples

from a variety of countries, regions, and vineyards are evaluated. A \$4.00 fee is charged for tasting equipment.

Required Courses

HA 131 Fundamentals of Food Preparation and Service Credit three hours. Required. W. Herrmann and V. A. Christian.

An introduction to the fundamentals of food preparation and service with a major emphasis on the work and responsibilities of employees working in the food service industry. Students are introduced to the terminology and equipment of the food service industry as they consider the practices that result in quality food preparation and service. Students receive classroom instructions with demonstrations and are able to illustrate the principles and key points which are repeated in each group of products by preparing foods in a small quantity laboratory. Service is taught in the main dining room of Statler Inn during the evening meal hours under faculty supervision.

HA 132 Commercial Food Production Credit three hours. Required. Prerequisite: Hotel Administration 131 or the equivalent. W. Herrmann and assistants.

Conducted in the Rathskeller cafeteria of the Statler Inn where faculty and their guests dine. In addition to the practical experience gained under these commercial conditions, students obtain further instruction from classroom lectures and demonstrations. This course deals with the current methods and principles of food production as practiced by the food service industry. Phases covered on a rotating basis include menu planning, requisitioning, pricing, preparation, serving, sanitation, performance evaluation, and scheduling.

HA 231 Meat Science and Management Credit three hours. Required. S. Mutkoski.

Deals with the major phases of meat, poultry, and fish from the hotel, restaurant, club, and institutional standpoints; nutritive value, structure and composition; sanitation; selection and purchasing; cutting, freezing; portion control and specifications; cooking, carving, and miscellaneous topics. Required three-day field trip to visit purveyors in New York City; estimated fee for this trip ranges between \$50 and \$60.

HA 232 Operational Food Production Systems

Credit three hours. Required. Prerequisite: Hotel Administration 132. R. Cantwell, R. Whitaker, R. Johnson, and C. Braunlich.

Managing the food production and service of Statler Inn cafeteria and dining room. Each student assumes the total managerial responsibility for the food production system which

Mr. Compton diagrams a guest room's climate control system to a class in properties management.

includes menu planning, purchasing, receiving, storing, preparation, and merchandising. Emphasis is placed on operational performance, stressing controls and guest satisfaction. Reports, classroom presentations, and demonstrations are required of each student.

Elective Courses

HA 233 Specialty Food Preparation Credit three hours. Hotel elective. Prerequisite: Hotel Administration 132 or consent of the instructor; Hotel Administration 171, 172, and 231 are desirable. M. H. Ericson.

An advanced food course which gives experience in current methods and principles of food preparation, variety, and garnish of food adapted to hotel and restaurant service. Special emphasis is placed upon meats, vegetables, salads, breads, cake decorating, hors d'oeuvres, desserts, and recipe standardization.

HA 234 Hospital Food Service Administration Credit two hours. Hotel elective. Prerequisites: Hotel Administration 131 and 132.

Lectures present an overview of health care food service: organizations, significance to hospital and community, management procedures and controls, role of the professional dietitian, food production, sanitation, career opportunities, facilities layout and equipment, and utilization of food production systems. A field trip to inspect hospital food service is included.

HA 331 Seminar in Convenience Foods Credit two hours. Hotel elective. Prerequisites: Hotel Administration 131, 132, 171, 172, 232, and consent of the instructor. P. Rainsford.

A seminar designed to acquaint the student with the financial, managerial, and technological aspects of convenience foods. A class project allows the student the opportunity to compare a conventional food service system with a convenience food service system.

HA 332 International Hotel Cuisine Credit three hours. Hotel elective. Open to upperclassmen and graduate students.

An advanced course in food preparation and service directed toward classical traditions in the culinary arts. Students will have an opportunity to work with outstanding visiting chefs.

HA 333 Restaurant Management Credit three hours. Hotel elective. Open to upperclassmen and graduate students. Prerequisite: Hotel Administration 232 or consent of the instructor. V. A. Christian.

Principles of modern restaurant and food service management. Preparation for effective management by using case studies including such topics as the food service employee, menu

planning, food merchandising, food production standards, purchasing standards, and food control systems. A field trip to New York City to analyze restaurants is required, for which the estimated fee is \$20.

HA 334 Beverage Management Credit two hours. Hotel elective. Prerequisite: Hotel Administration 333. V. A. Christian.

A management course in the planning and operation of a beverage department or bar. Lectures and class exercises cover wine list design, merchandising, mechanical controls, and bar design. Management by objective and case study techniques are utilized and a technical manual is designed and evaluated.

HA 335 Menu Planning Credit one hour. Hotel elective.

Principles of menu planning for hotels, restaurants, clubs, and institutional service, with emphasis on history and development, types and uses, format and production, pricing.

HA 336 Managerial Aspects of Purchasing Credit two hours. Hotel elective. Open to juniors and seniors. V. A. Christian.

Survey of the problems of purchasing meat, fish, poultry, canned products, fresh and frozen produce, dishes, and utilities. Speakers are leading managers and purveyors from the commercial food industry. In addition to lectures and class presentation, careful study is given to the writing of a purchasing manual and to a tour of current markets.

HA 337 Survey of Beverages Credit two hours. Hotel elective. Open only to hotel upperclassmen and graduate students. V. A. Christian.

This introductory course presents the fundamentals of wine identification, selection, storage, service, and evaluation. Lectures and tastings are conducted for American and international wines, spirits, and beers.

HA 338 Special Problems in Food Credit one hour. Hotel elective. Prerequisites: Hotel Administration 131, 132, 231, 232, 233, 171, 172, and 173, and consent of the instructors. M. H. Ericson and J. C. White.

A seminar course for upperclassmen and graduate students designed to examine in detail various aspects of food and food service in hotels, restaurants, clubs, and related fields.

HA 339 Buffet Planning and Preparation Credit three hours. Hotel elective. Prerequisite: Hotel Administration 232 or the equivalent. V. A. Christian and assistants.

A creative course designed to plan, prepare, and serve modern buffets. Special emphasis is placed on food theme development, center-

pieces, and the relationship of various dishes to the total theme. Lectures cover table design, ice carving, centerpieces, and themes. Each participant is awarded a scholarship.

HA 633 Catering for Banquets Credit three hours. Hotel elective. Prerequisites: Hotel Administration 131, 132, 232.

The systematic presentation of catering for banquets, emphasizing function books, sales techniques, standardized recipes, and banquet presentations. Students will plan, prepare, and serve banquets. This is a work-study project providing monetary compensation.

HA 634 Specialty Restaurant—Steaks Ltd. Credit two hours. Hotel elective. Prerequisite: written consent of the instructor. V. A. Christian and assistants.

A project course in the design and operation of a specialty restaurant. The basic principles of planning, marketing, staffing, and operating a restaurant are practiced. This course is designed to give each student practical experience in restaurant management.

HA 732 Graduate Studies in Food Management Credit three hours. Required of hotel graduate students. M. H. Ericson.

A basic and advanced course that gives experience in current methods and principles of food preparation, variety, garnish, and recipe standardization of foods adapted to hotel and restaurant service with emphasis on management.

HA 733 Graduate Operational Food Production Systems Credit three hours. Open to graduate students only and required of M.P.S. candidates. Prerequisite: Hotel Administration 732. V. A. Christian.

Primarily designed to present commercial food production concepts, techniques, skills, and practical sessions. Lectures include menu planning, report writing, food cost and the operation of a commercial kitchen. Practical experience is provided in the planning and preparation of breakfast, luncheon, and dinner.

HA 734 Management of Restaurant Systems Credit three hours. Open to graduate students only and required of M.P.S. candidates. V. A. Christian.

Designed primarily to cover managerial techniques for restaurants and other food and beverage operations. Lectures include restaurant planning, staffing and controls, and merchandising. Major emphasis is placed on profit and guest satisfaction. A limited number of wines, spirits, and beers are evaluated.

Directed Studies

HA 630 Undergraduate Independent Research in Food and Beverage Management Credit to be arranged. Hotel elective. Members of the faculty. Open to a limited number of seniors in hotel administration. Those wishing to register should consult the instructor during the preceding semester to obtain consent to enroll and to confer regarding problems chosen for special study.

HA 730 Graduate Independent Research in Food and Beverage Management Credit to be arranged. Open to graduate students in hotel administration only. Members of the graduate faculty.

As appropriate, graduate students may enroll in this course for thesis or monograph research, or for other directed study. The student must have in mind a project and obtain written agreement in advance of registration for the term from a faculty member who will oversee and direct the study. Forms are available in the office of the graduate faculty representative.

Related Courses in Other Divisions

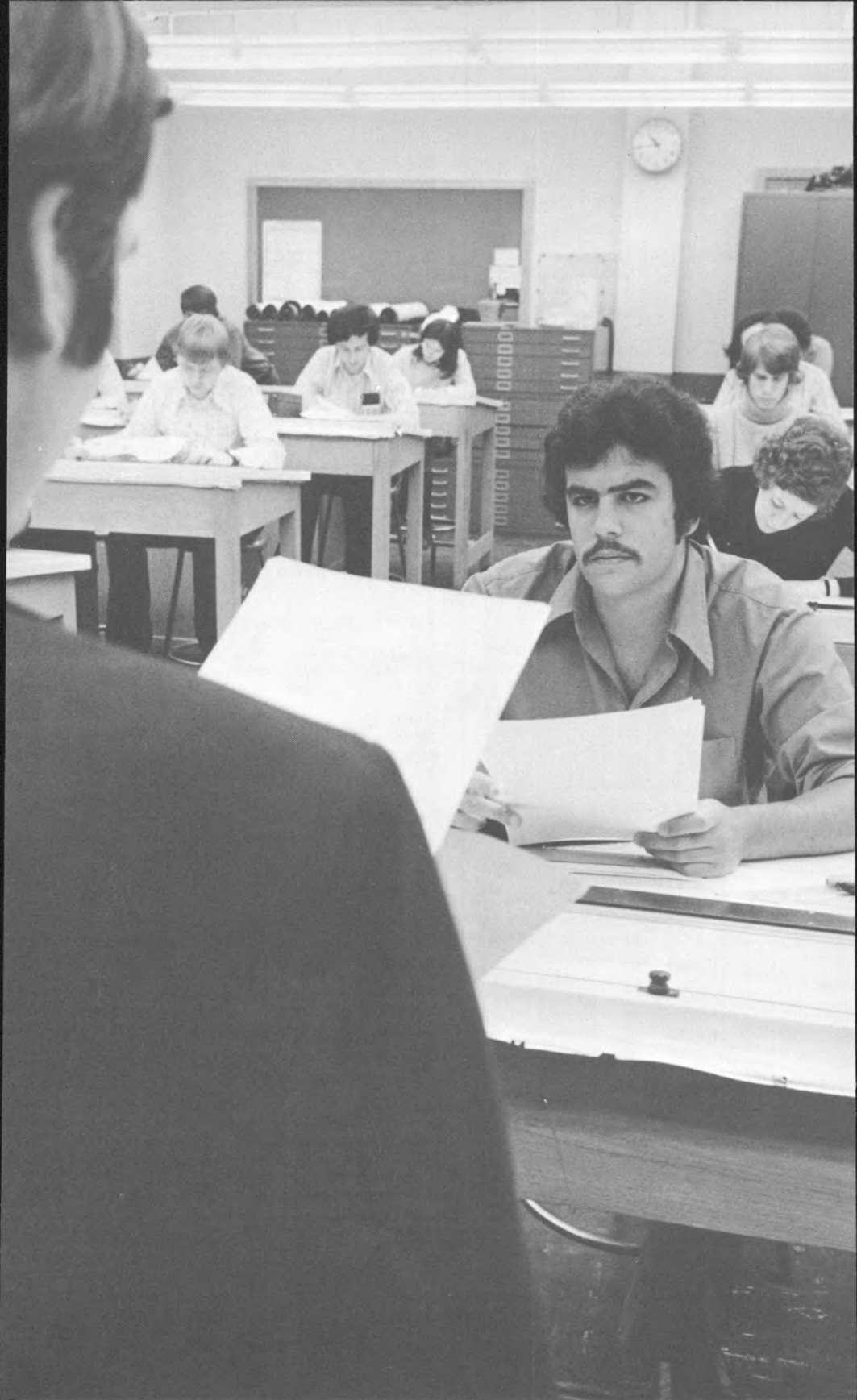
Vegetable Crops 312 Post Harvest Handling and Marketing of Vegetables Credit three hours.

Pomology 301 Economic Fruits of the World Credit three hours. Consent of the instructor required to enter.

Administration

The administration of a hotel, motor inn, or resort property and its allied facilities and services embraces a broad range of knowledge. For this reason, the manager should be well informed in many related subjects in order to plan and execute the responsibilities of this position. Among the courses offered in the School's curriculum are economics, insurance, law, real estate, and other subjects. An extensive selection of courses in additional areas, including cultural courses, are provided by other colleges in the University. Students have twenty-four hours of free electives to enable them to benefit from this wide array of courses.

The broad curriculum of the School of Hotel Administration enables its graduates to become administrators in many related fields. Among these fields are all types of food service administration, including airlines, hospitals, university housing and dining, clubs, travel organizations, and many related activities. Students enrolled in the School who look forward to working in the hospital field may enroll in courses offered in Cornell's Sloan Institute of Hospital Administration, which is supported by a grant of \$750,000 from the Alfred P. Sloan Foundation.



Complete details of the courses are given in the *Announcement of the Graduate School of Business and Public Administration*.

Several graduates, most of them women, are administrative housekeepers in large hotel systems. To the School's regular curriculum, it is suggested that students wishing to obtain further knowledge of textiles, add courses made available in the College of Human Ecology. During the summer, the School provides several short courses approved by the National Executive Housekeepers' Association which lead to professional certification by that organization.

Open Only to Students in Other Divisions

HA 240 Personal Real Estate Investments

Credit two hours. Open only to students outside the School of Hotel Administration. D. Sher.

A practical course in personal real estate investment. Lectures and case studies cover the advantages and disadvantages of real estate as an investment, and how to maximize gain and minimize risk and possible loss. Subject matter includes (1) the economics of real estate, tax shelters, financial leverage; (2) types of personal real estate investments; (3) risk analysis, cash flow, and return on investment; (4) sources of financing; (5) joint ventures and syndications; and (6) acquisition and development of real estate.

Economics

HA 241 Macroeconomics Credit three hours. Required. W. H. Kaven.

Modern economic problems are examined from the viewpoint of their historical perspective and as national issues after which aggregate economic system and the determinants of prosperity and recession are concentrated upon. Oriented toward the economic environment of business decisions and utilizes a text and case book for discussions along with current business publications.

HA 242 Microeconomics Credit three hours. Required. W. H. Kaven.

Centers on the use of economic analysis in formulating business decisions. Draws upon such concepts as demand, cost, profit, compensation, and pricing, and introduces managerial economics. In addition to text and cases, current business publications are utilized.

HA 243 Principles of Marketing Credit two hours. Hotel elective. Best taken after Hotel Administration 241-242. W. H. Kaven.

Deals with the economic principles of marketing with special emphasis on the marketing of services. The course combines text, readings, and cases.

Properties management students analyze hotel-motel plans in a course taught by Professor Penner, an architect.

HA 244 Franchising in the Hospitality Industry

Credit two hours. Hotel elective. D. E. Whitehead.

Designed to cover the specific steps involved in developing a franchise operation from the viewpoint of both the franchisor and the franchisee. Feasibility studies, real estate, plans and project costs, financing, project analysis, corporate structure, and operations are some of the topics to be studied.

HA 245 Tourism Credit two hours. Hotel elective. M. Noden.

A lecture course dealing with the primary characteristics of foreign and domestic tourism. Areas of concern include basic terminology, geographic considerations, development of infra- and superstructure in host countries, travel delivery systems, and the social and cultural aspects of tourism. Emphasis is placed on transportation and the travel service industries as well as the socioeconomic effects of tourism on developing countries. Consideration is also given to travel research and marketing.

HA 316 Seminar in Franchising Credit two hours. Hotel elective. Prerequisite: Hotel Administration 244. D. E. Whitehead.

The focus of this advanced course in franchising study is upon analysis and project development.

Suggested Courses in Economics in Other Divisions

The required three-hour elective course in economics may be satisfied by one or a combination of the courses listed below. It may also be fulfilled by three credit hours selected from such courses as Hotel Administration 216, 311, 322, 323, 324, 346, 347, 441, 443. When two courses of two hours each are taken outside of the School of Hotel Administration, the extra hour may be counted as a free elective; when taken within the School, the extra hour may be counted as a hotel elective.

Of the large number of courses in economics open to hotel students, only those frequently taken by them are described here. Full details regarding the others are given in the *Announcement of the College of Arts and Sciences*, the *Announcement of the College of Agriculture and Life Sciences*, and the *Announcement of the Graduate School of Business and Public Administration*. Hours and instructors to be announced each term.

Intermediate Microeconomic Theory (Economics 311)

Intermediate Macroeconomic Theory (Economics 312)

**Economic History of Modern Europe
(Economics 322)****Money and Credit (Economics 331)****Industrial Organization (Economics 351)****International Trade Theory and Policy
(Economics 361)****Economic and Business History (Business
and Public Administration NCE 522)****Marketing (Agricultural Economics 240)****Managerial Economics (Agricultural
Economics 324)****Managerial Decision Making (Agricultural
Economics 424)****Economics of Wages and Employment
(Industrial and Labor Relations 241)****Insurance**

HA 246 General Insurance Credit three hours. Hotel elective. Open to upperclassmen and graduate students. K. McNeill.

Designed to provide the student with a comprehensive introduction to the insurance field. The emphasis is upon fire insurance, casualty insurance, and multiple peril policies. Such topics are covered as the law of contracts as it relates to insurance; the fire insurance policy and fire insurance forms; business interruption, marine, burglary and crime, and liability insurance; rates and rate making; bonds; negligence and torts; compensation; package policies; adjustment of losses; and the types of insurers.

Law**HA 247 Law and the Woman Employee**

Credit three hours. Hotel elective. Open to students in other colleges. J. E. H. Sherry.

Designed to enable management to deal with the legal problems of women employees as they affect the hospitality industry, and to provide the nonlaw student with information regarding the emerging legal rights of women generally. The practical needs of the industry and of women as co-equals is examined and treated. Emphasis is placed on an awareness of the psychological, social, and economic factors which are operative in this area, and what legal changes are required to meet current and future needs. A combination of text, statutory, and case materials is used.

HA 341 Law of Business I Credit three hours. Required. Open to upperclassmen. J. E. H. Sherry.

A basic course in business law. The student is introduced to the fundamental purposes, principles, and processes of the law as an agency of social control in relation to business activities. The topics treated include: the origin and development of common, statutory, and constitutional law; the organization and functioning of the judicial system; the formation, validity, enforcement, and breach of contracts; the laws of principal and agent, employer and employee; personal property; and partnerships and corporations. A combination of text and case materials is used.

HA 342 Law of Business II Credit three hours. Hotel elective. Open to upperclassmen and graduate students. Prerequisite: Hotel Administration 341. J. E. H. Sherry.

A continuation of Hotel Administration 341 for those students who desire more extensive legal training to further their business careers. Emphasis is given to the laws pertaining to the Uniform Commercial Code (sales and negotiable instruments); bailments; trusts and estates; transfers by will; unfair competition and trade regulation; bankruptcy and insurance.

HA 344 Law of Innkeeping Credit three hours. Required. Open to upperclassmen and graduate students and required of M.P.S. candidates. J. E. H. Sherry.

A study of the laws applicable to the ownership and operation of inns, hotels, motels, restaurants, and other places of public hospitality. Consideration of the host's duties to guests, lodgers, boarders, tenants, invitees, licensees, and trespassers; the exclusion and ejection of undesirable; liability for personal injuries on and off the premises; the concept of negligence; liability for damage or loss of property; statutory limitations of liability; lien rights; concession agreements; leases; credit and collection practices; arrest and detention of wrongdoers; and miscellaneous statutes and administrative rules and regulations applicable to public houses. The material is treated from the point of view of the executive who is responsible for policy and decision making.

HA 347 Real Estate Law Credit two hours. Hotel elective. Open to upperclassmen and graduate students. Best taken after Hotel Administration 341 or 241-242. J. H. Sherry.

The student is introduced to laws governing the acquisition, ownership, and transfer of real estate, beginning with the purchase and sale of a family residence and leading to more complex transactions involving hotels, motels, condominiums, cooperatives, syndications, and real estate trusts. Actual transactions are analyzed to pinpoint the advantages and disadvantages to the parties involved. Financing aspects, including construction and building

loans, mortgages, and mortgage foreclosures are treated from the viewpoint of lender and borrower. The legal relations of landlord and tenant are given special attention, and typical hotel and motel leases are dissected and scrutinized. Applicable tax considerations are focused on all transactions.

HA 444 Seminar in International Tourism Law Credit three hours. Hotel elective. Prerequisites: Hotel Administration 341 and 344, or the equivalent. Open to upperclassmen and graduate students by consent of the instructor. J. E. H. Sherry.

A comparative analysis of the laws governing tourism as found in Anglo-American and civil law jurisdictions. The treatment includes immigration laws, travel agency responsibilities, the laws pertaining to passenger carriers as well as public hospitality laws. Emphasis is placed on case studies as well as textual material to enable management to apply legal theory to the practical resolution of current operational problems.

Real Estate

HA 346 General Survey of Real Estate Credit two hours. Hotel elective. Prerequisites: Hotel Administration 241-242 or the equivalent, or consent of the instructor. D. Sher.

A practical survey of real estate as the capital investment decision in the hospitality industry and related retail industries. Lectures and case studies cover the role and importance of real estate environment, the relationship of real estate to the marketing strategy of a company and its investment decisions; the marketing and merchandising of real estate; the financing of real estate; and the effects of real estate financing on a company's overall corporate financial structure and on its future borrowing ability.

HA 441 Seminar in Real Estate Credit two hours. Hotel elective. Prerequisite: Hotel Administration 346 or the equivalent, or consent of the instructor. D. Sher.

This course develops the concepts introduced in Hotel Administration 346 with case studies and field projects.

HA 443 Site Selection Criteria and Computer Models Credit two hours. Hotel elective. Prerequisite: Hotel Administration 346. D. Sher.

Students develop a computer model for site selection for a hotel chain. During the fall term, the class makes a field study of the hotel chain's existing locations and analyzes the underlying marketing characteristics. During the spring term students cover regression analysis, evaluation and correlation of data, and the programming and testing of computer models.

Directed Studies

HA 640 Undergraduate Independent Research in Administration Credit to be arranged. Hotel elective. Prerequisite: written consent obtained before registration from the faculty member who is to direct the study.

Students are afforded an opportunity to pursue independent research projects under the direction of a faculty member. Only the first three credit hours of directed study may be credited toward hotel electives during the student's undergraduate academic career. Additional directed study, if taken, will be credited toward free electives.

HA 740 Graduate Independent Research in Administration Credit to be arranged. Graduate students only.

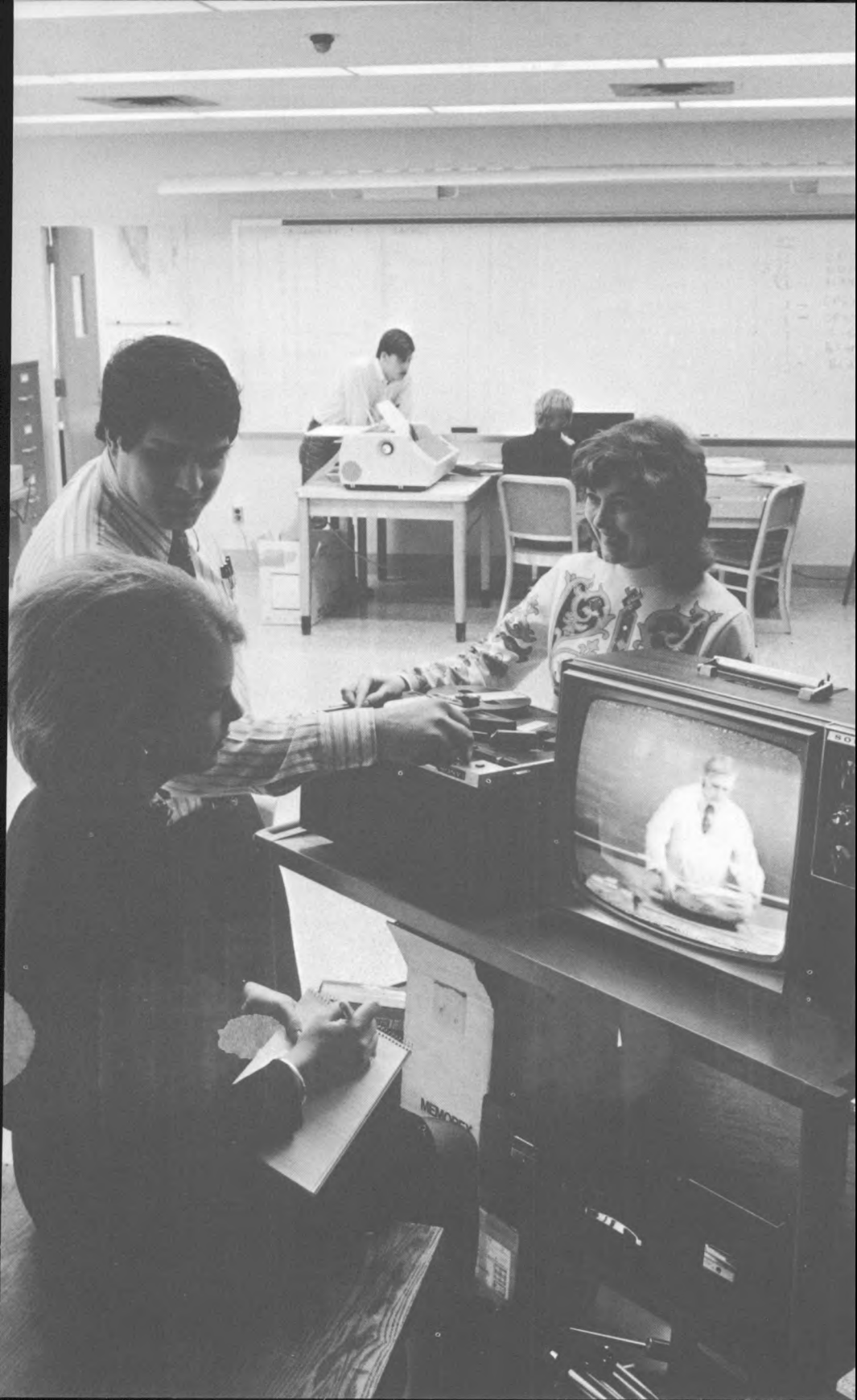
As appropriate, graduate students may enroll in this course for thesis or monograph research, or for other directed study. The student must have in mind a project and in advance of registration for the term obtain written agreement from a faculty member who will oversee and direct the study. Forms are available in the office of the graduate faculty representative.

Properties Management

Instruction is given in the management of hotel, motor inn, and restaurant physical facilities and in their planning and design. Specialized courses are also offered in food facilities planning. Statler Hall is used as a large laboratory. In addition, the building has well-equipped lecture rooms, two drafting rooms, and especially equipped laboratories, used exclusively for studying, demonstrating, and testing the mechanical equipment and building components typically used in hotels and restaurants.

A variety of drawings and specifications of many actual building floor plans, guest room arrangements, dining room seatings, and kitchen layouts are utilized in the laboratory work on building construction and operation. Equipment includes: full-size bathroom units, plumbing fixtures, pipe fitting equipment, hot water heaters; air conditioning equipment; fan equipment; room air conditioning units; an oil-fired boiler; electrical control equipment; wiring devices, meters and illumination equipment; and mechanical refrigeration equipment including test units, compressors, condensers, and controls. An extensive catalog file as well as a library of plans and specifications are used as supplementary references.

The elements of interior design are included as part of advanced courses in Properties Management 452, 453, and 454. Students may also count as free electives certain elementary courses in design offered by the Department



of Design and Environmental Analysis of the College of Human Ecology.

In properties management, a total of twelve hours is the required minimum, consisting of four three-hour courses. Courses in properties management chosen beyond the twelve required hours may be counted as hotel electives. The recommended sequence for continuity of instruction is:

Second Year

Fall or spring term: Hotel Administration 251

Third Year

Fall term: Hotel Administration 351

Spring term: Hotel Administration 352

Third or Fourth Year

Fall or spring term: Hotel Administration 451

Fall term: Hotel Administration 453, 454

Spring term: Hotel Administration 452, 455, 456. For qualified students planning to major in properties management, the recommended sequence may be started in the freshman year. Department permission is required. Instruction in properties management is given by J. J. Clark, P. R. Broten, R. H. Penner, M. H. Redlin, R. A. Compton, and their assistants.

Required Courses

HA 251 Property Management Graphics

Credit three hours. Required.

Basic principles of graphic communication as a management tool for problem solving are covered in this course, which includes drafting fundamentals and also the interpretation of both presentation and technical drawings. Principles of site analysis and site planning, physical plant organization, and internal spatial relationships common to hotel and restaurant properties are stressed.

HA 351-352 Mechanical and Electrical Problems I and II

Credit three hours each term. Required. Prerequisites: Hotel Administration 251 and 225.

Investigation of management problems associated with the mechanical systems of the physical plant. The major systems of water and drainage, heating, refrigeration, air conditioning, and electricity are given primary emphasis. In addition, systems such as elevators, fire equipment, swimming pools, communications, data processing, laundry, and housekeeping equipment are discussed. The basic engineering theory associated with each of the mechanical systems is taught. Throughout the

course the problems of capital expenditures, operating costs, and of repairs and maintenance are stressed.

HA 451 Physical Plant Planning and Construction

Credit three hours. Required. Prerequisite: Hotel Administration 352.

The feasibility, planning, development, and construction of the physical plant of the hotel and food facilities projects are considered and analyzed. Materials and methods of building construction, repair, and maintenance are covered. Emphasis is placed on trade practices, building codes, cost estimation, and management responsibility in working with professional planners.

Elective Courses

HA 255 Principles of Design Credit three hours. Hotel elective. Prerequisites: Hotel Administration 251 and consent of the instructor.

A studio course that provides a complete foundation in graphics techniques for, and concepts of, architectural design. Perspective, freehand sketching, and abstract design problems are used to describe and define three-dimensional space. Recommended for students considering a concentration in hotel/restaurant planning and food facilities engineering.

HA 355 Orientation in Safety of Personnel and Property

Credit one hour. Hotel elective. Prerequisite: Hotel Administration 352 or written consent of the instructor before course registration.

Consideration of such subjects as fire prevention and control in public structures, fire insurance, and the training of personnel in the areas of first aid and disaster control. The first aid training program will include familiarization with safety equipment. Students successfully completing the course will receive senior Red Cross certification.

HA 452 Seminar in Interior Design Credit three hours. Hotel elective. Prerequisite: Hotel Administration 251.

A project course concerned with the problems related to interior design and renovation. The seminar is primarily concerned with the study of guest requirements in the different lodging types (hotel, motel, resort, etc.) and their influence on the design of the guest room unit, and other interiors.

HA 453 Seminar in Environmental Control

Credit three hours. Hotel elective. Prerequisite: Hotel Administration 352. Consent of the instructor is required before registering.

Theory and application of light and color, acoustical design, noise suppression, control

Laboratory demonstrations are taped. Professor Moore (*standing*), production supervisor, monitors a tape of instructor Mutkoski, meat science and management.

systems, temperature, humidity control, and ecological considerations. Topics will be examined via the assignment and discussion of projects.

HA 454 Seminar in Hotel Planning Credit three hours. Hotel elective. Open to seniors and graduate students. Prerequisite: Hotel Administration 352.

Through project assignments the design and layout for a proposed hotel, from feasibility study through plans and specifications, are covered. Emphasis is placed on site selection, floor plans, guest room layouts, and the selection and arrangement of equipment in all of the various departments.

HA 455 Seminar in Restaurant Planning

Credit three hours. Hotel elective. Open to seniors and graduate students. Prerequisite: Hotel Administration 352.

A project course in the analysis and design of restaurant properties. The critical study of existing solutions and how they set the design criteria for both kitchen and dining areas. These guidelines serve as the basis for the student work which includes general programming, organization, spatial standards, layout, and equipment.

HA 456 Seminar in Destination Resort Planning Credit three hours. Hotel elective. Open to seniors and graduate students. Prerequisite: Hotel Administration 352.

A project course in the feasibility and planning of destination resort properties, with emphasis on the development of recreational facilities as well as the hotel physical structure.

Food Facilities Engineering

HA 353 Introductory Food Facilities Engineering Credit three hours. Hotel elective. Prerequisite: Hotel Administration 251 or the equivalent.

A course designed to familiarize the student with the basic concepts of food facilities design and planning. Studies are carried out to determine space allocation for kitchens, refrigeration, storage, waste disposal, and service areas. Development of basic production work flow in the preparation and service areas is emphasized. The basic requirements for the selection of equipment utilizing industry standards for production capability, quality of construction, and ease of maintenance are covered. Students utilize their laboratory time for the planning, design, and specification writing for a small to medium-size production kitchen.

HA 354 Food Facilities Equipment, Layout, and Design Credit three hours. Hotel elective.

Prerequisite: Hotel Administration 353 or consent of the instructor.

Lectures, research, and laboratory work are centered in the student's project thesis. Each student programs, plans, and develops a complete project. This involves study: (1) to research the project program and draw up the prospectus; (2) to select and design equipment; (3) to develop layout studies and complete the master plan (preliminary renderings); (4) to develop working drawings (contract drawings), including equipment and architectural plans, mechanical plans, equipment detail drawings, and equipment schedules which are required for bidding, fabrication, construction, and installation; and (5) to budget-estimate and review feasibility studies.

HA 457 Advanced Food Facilities Engineering

Credit three hours. Hotel elective. Prerequisite: Hotel Administration 354.

Lectures, research, and laboratory work include the areas of methods and detailed facilities engineering. This involves studies of general and itemized specifications, bid analysis and awarding of contracts, checking and approving shop drawings, field supervision, inspection, field conferences, punch lists, approval for acceptance of all facilities, and operational instruction.

HA 458 Food Facilities for Convenience

Foods Credit two hours. Hotel elective. Prerequisite: Hotel Administration 354.

Lectures and recitations deal with the research, planning, evaluation, and the design of food service systems which are oriented toward convenience foods. The foods and material handling equipment are analyzed as product concepts, and equaled to market acceptance through operation research techniques with emphasis upon facilities planning. Field trips and lectures by industry personnel will be included.

Graduate Courses

HA 751 Graphics, Project Development and Construction Credit three hours. Open to graduate students only and required of M.P.S. candidates. M. H. Redlin and R. H. Penner.

The major elements of the project development and construction process are presented and developed from an engineering management viewpoint. Topics include feasibility studies, functional planning and design, financing techniques, the bidding process, construction contracts, project scheduling, and actual building construction. In addition, the techniques for effective graphic communication are developed and integrated into the design process. Students analyze case studies and develop a representative hospitality industry property.

HA 752 Graduate Studies in Electrical and Mechanical Systems Credit three hours. Open to graduate students only and required of M.P.S. candidates. Prerequisite: Hotel Administration 751. J. J. Clark.

The major electro-mechanical systems of large buildings and hotels/motels are considered from a capital cost versus operating cost viewpoint. Systems considered include water, heating, refrigeration, air conditioning, lighting, communications, and elevators. Concepts of energy conservation and efficient utilities management, from the original selection of equipment through operating procedures, are emphasized. Students analyze and present case studies, criticize papers and reports, and suggest new systems.

Directed Studies

HA 650 Undergraduate Independent Research in Properties Management Credit to be arranged. Hotel elective. Prerequisite: written consent obtained before registration from the faculty member who is to direct the study.

Students are afforded an opportunity to pursue independent research projects under the direction of a faculty member. Only the first three credit hours of directed study may be credited toward hotel electives during the student's undergraduate academic career. Additional directed study, if taken, will be credited toward free electives.

HA 750 Graduate Independent Research in Properties Management Credit to be arranged. Graduate students only.

As appropriate, graduate students may enroll in this course for thesis or monograph research, or for other directed study. The student must have in mind a project and in advance of registration for the term obtain written agreement from a faculty member who will oversee and direct the study. Forms are available in the office of the graduate faculty representative.

Managerial Communications

Freshman Humanities Program

To replace its traditional freshman English composition program of six hours credit, the University has recently inaugurated a series of small discussion and writing courses in the humanities which are conducted jointly by ten departments in the College of Arts and Sciences. The aim of the new program is two-fold. It offers the incoming student a wide variety of subjects from which to choose, and provides the opportunity of relating written assignments directly to the subject areas of primary interest. The courses are uniform only in the sense that

all of them require intensive practice in composition and that the enrollment in each section is limited to twenty students. To satisfy the freshman humanities requirement, each student must elect any two (but no more than two) of the courses. Each student is expected to enroll in one of these courses during the fall semester and in another during the spring semester of the first year of residence. Each course carries three hours of credit. A course used in satisfying the freshman humanities requirement may not be used in satisfying the distribution or language requirement. Supplementary information about the program and specific instructions about registration procedures will be mailed separately to all incoming freshmen in April or May.

Required Courses

HA 265 Effective Communication in Organizations Credit three hours. Required. Prerequisites: Hotel Administration 111 and 211, or consent of the instructor. F. A. Herman.

Oral and written communication skills are emphasized, as are the techniques of listening and reading. Lectures, case studies, debates, assigned readings, and video-taped presentations by students combine to offer practice in both human interaction and platform speaking. Individual conferences arranged throughout the term.

Elective Courses

(Open also to students outside the School)

HA 161 Typewriting Credit two hours. Hotel elective. E. Seaburg.

The personal needs of college students are met by this course in elementary typewriting.

HA 261 Typewritten Communication Credit two hours. Hotel elective. Prerequisite: Hotel Administration 161 or the equivalent. E. Seaburg.

A course in electric typewriting designed for those students (not secretarial typists) who wish to increase their efficiency in speed and accuracy on reports, tabulations, and business letters.

HA 262 Typewriting and Business Procedures Credit three hours. Hotel elective. E. Seaburg.

Students who already know the keyboard develop sufficient speed and accuracy to meet business standards for an executive secretary. Instruction is provided in filing, duplication, and machine transcription.

HA 263 Shorthand Theory Credit three hours. Hotel elective. Prerequisite: typing ability or taken concurrently with Hotel Administration 161. E. Seaburg and B. David.

The basic theory of Gregg shorthand is completed; dictation and transcription speed are developed to meet business standards for a stenographer.

HA 264 Managerial Letter Writing Credit two hours. Hotel elective. E. Seaburg.

Students learn the techniques of good letter composition needed by an executive to achieve effective communication. Skill is developed in correct procedures for machine dictation and dictation to stenographers. Opportunity for typing improvement on electric typewriters is provided.

HA 361 Shorthand Transcription Credit two hours. Hotel elective. Prerequisite: Hotel Administration 263 or the equivalent. E. Seaburg.

Students who already know the basic theory of Gregg shorthand develop sufficient skill in dictation speed and transcription to meet business standards for an executive secretary. Emphasis is placed on recording technical material rapidly and on transcribing it accurately.

Directed Studies

HA 660 Undergraduate Independent Research in Managerial Communications Credit to be arranged. Hotel elective. Prerequisite: written consent obtained before registration from the faculty member who is to direct the study.

This course is designed for students engaged in the preparation of special reports and other communications projects. Only the first three credit hours of directed study may be credited toward hotel electives during the student's undergraduate academic career. Additional directed study, if taken, will be credited toward free electives.

HA 760 Graduate Independent Research in Managerial Communications Credit to be arranged. Graduate students only.

As appropriate, graduate students may enroll in this course for thesis or monograph research, or for other directed study. The student must have in mind a project and in advance of registration for the term obtain written agreement from a faculty member who will oversee and direct the study. Forms are available in the office of the graduate faculty representative.

Related Courses in Other Divisions

Hotel students may choose as electives from an extensive variety of courses in order to acquaint themselves with cultural subjects and to become fluent in the use of foreign languages; thus taking advantage of the 24 free elective hours of the 122 hours required for graduation. Full details of the courses open to hotel students

will be found in the *Announcement of the College of Arts and Sciences* and the *Announcement of the College of Agriculture and Life Sciences*.

Foreign Languages

The mastery of a foreign language is a mark of a well-educated man or woman. For the hotelman a second language is particularly desirable. At Cornell the foreign languages are taught by modern methods that place special emphasis on speaking and understanding the spoken language. The daily classes are kept small. Native speakers and playback machines are extensively used.

The first six credit hours of a modern foreign language taken at Cornell University may be counted as hotel electives rather than as free electives. Each of the following courses has a credit of six hours.

French, Elementary Course (French 101)

German, Elementary Course (German 101)

Italian, Elementary Course (Italian 101)

Japanese, Elementary Course (Japanese 101)

Portuguese, Elementary Course (Portuguese 101)

Russian, Elementary Course (Russian 101)

Spanish, Elementary Course (Spanish 101)

Science

A knowledge of basic science is fundamental to many aspects of the hospitality industry, especially for menu planning, food purchasing, storage, production, and service, and for house-keeping and building maintenance. Required courses include three hours of basic chemistry, four hours of food chemistry, and two hours of sanitation. Statler Hall has a forty-place basic chemistry laboratory and a forty-place laboratory for the study of the scientific application of chemical and physical principles to food production and sanitation. In addition to the required and elective courses offered in the School, the student may also choose from a wide range of free elective courses in human nutrition, biological sciences, biochemistry, and food science offered in the New York State Colleges of Human Ecology and Agriculture and Life Sciences. Students who look forward to careers that may involve responsibility for food operations in hotels, schools, colleges, and institutions generally may wish to satisfy the academic requirements for membership in the American Dietetic Association as Food Service Management. To do so, it is necessary to include among their electives four hours in

human physiology, three hours in human nutrition, and an additional hour of chemistry. To qualify as a therapeutic and administrative dietitian, the candidate must also complete, in addition to the above, three hours of biochemistry and an additional three hours in nutrition and disease. Students interested in qualifying for membership in the American Dietetic Association should confer with their advisers early in their academic careers.

Required Courses

HA 171 Food Chemistry I Credit three hours. Required. Prerequisite: high school chemistry. P. Rainsford and staff.

Principles and concepts of inorganic chemistry and organic chemistry. The chemistry of fats, carbohydrates, and proteins is emphasized. Three lectures and one two-hour recitation weekly.

HA 172 Food Chemistry II Credit four hours. Required. Prerequisite: Hotel Administration 171. P. Rainsford and staff.

The chemistry of fats, carbohydrates, and proteins is emphasized in relation to food products and food production techniques. The roles of additives in foodstuffs, colloidal phenomena, of food processing, and reconstitution techniques are studied. Three lectures and one three-hour laboratory weekly.

HA 173 Sanitation in the Food Service Operation Credit two hours. Required of undergraduates and M.P.S. candidates. J. C. White.

The causes and prevention of food poisoning are stressed. Included are the aesthetic, moral, and legal responsibilities involved in presenting sanitary food to patrons. Emphasis is placed on the current problems confronting the industry with recent food developments as they relate to sanitation.

HA 771 Food Chemistry and Production Credit four hours. Open to graduate students only and required of M.P.S. candidates. P. Rainsford.

Principles of inorganic and organic chemistry. The chemistry of fats, carbohydrates, and proteins is emphasized in relation to food products and food production techniques. The roles of additives in foodstuffs, colloidal phenomena, food processing, and reconstitution techniques are studied. Three lectures, one recitation, and two laboratories of two and one-half hours weekly.

Directed Studies

HA 670 Undergraduate Independent Research in Science Credit to be arranged. Hotel elective. Prerequisite: written consent obtained

before registration from the faculty member who is to direct the study.

This course is designed to study specific chemical processes involved in modern food preparation. Only the first three credit hours of directed study may be credited toward hotel electives during the student's undergraduate academic career. Additional directed study, if taken, will be credited toward free electives.

HA 770 Graduate Independent Research in Science Credit to be arranged. Graduate students only.

As appropriate, graduate students may enroll in this course for thesis or monograph research, or for other directed study. The student must have in mind a project and in advance of registration for the term obtain written agreement from a faculty member who will oversee and direct the study. Forms are available in the office of the graduate faculty representative.

Related Courses in Other Divisions

(See appropriate *Announcement* for credit and prerequisites, etc.).

Introductory General Biochemistry (Biochemistry 131)

Ecology of Human Nutrition and Food (Human Nutrition and Food 115)

Human Physiology (Biological Sciences 210)

Biological Science 101

Biology for Nonmajors (Biological Sciences 107)

Food Chemistry I (Food Science 200)

Food Chemistry II (Food Science 410A)

Sensory and Objective Evaluation of Foods (Food Science 410B)

Physical Chemistry of Foods I (Food Science 300)

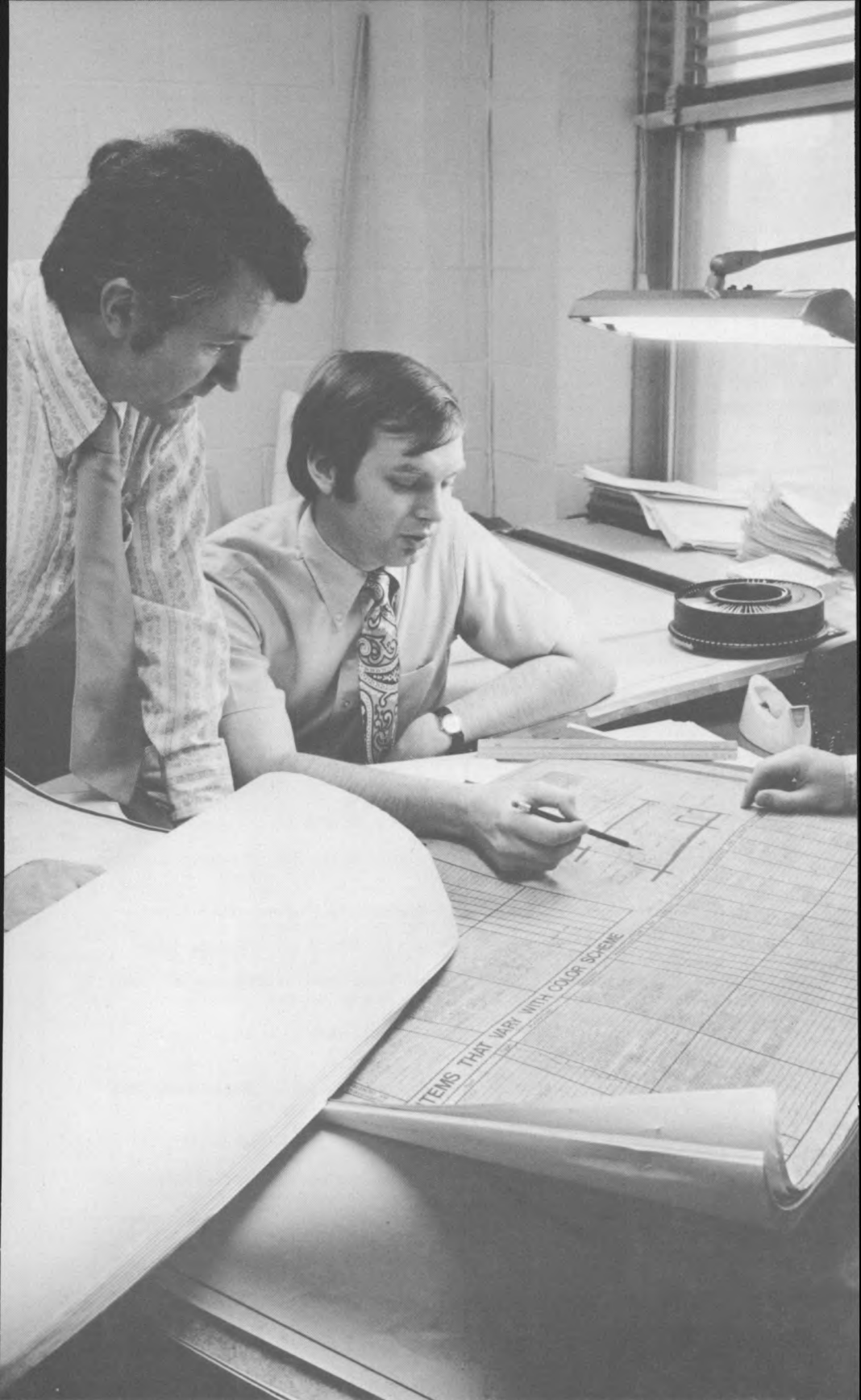
Food Processing I & II (Food Science 404 and 405)

Food Analysis (Food Science 210)

Post Harvest Handling and Marketing of Vegetables (Vegetable Crops 312)

Sanitary Principles, Toxicology, and Public Health (Food Science 304)

Food Processing IV—Fats and Oils (Food Science 407)



Cornell University

Register

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School of Hotel Administration

Administration

Robert A. Beck, Ph.D., Dean of the School of
Hotel Administration; E. M. Statler Professor
in Hotel Administration
Paul L. Gaurnier, M.S., Assistant Dean of the
School of Hotel Administration; Associate
Professor in Hotel Administration
Katherine R. Spinney, B.A., B.L.S., Librarian,
School of Hotel Administration

Faculty

O. Ernest Bangs, Professor in Food Facilities
Engineering, Emeritus
Matthew Bernatsky, Professor in Hotel
Administration, Emeritus
Charles E. Cladel, M.S., C.P.A., Professor in
Hotel Administration, Emeritus

Frank H. Randolph, B.A., M.E., P.E., Professor in
Hotel Engineering, Emeritus
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Institutional Engineering, Emeritus
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Hotel Administration, Emeritus
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Accounting, Emeritus
Rocco M. Angelo, B.S., Laventhol Krekstein
Horwath and Horwath, Lecturer in Hotel
Administration
Robert A. Beck, Ph.D., E. M. Statler Professor in
Hotel Administration; Dean of the School of
Hotel Administration
Paul R. Broten, M.S., Professor in Hotel
Administration and Director of Research and
Development
Raymond M. Cantwell, B.S., Lecturer in Hotel
Administration
Robert M. Chase, B.M.E., M.B.A., Associate
Professor in Hotel Administration
Thomas C. Chevoor, B.S., Research Associate,
Research and Development
Vance Christian, A.B., B.S., M.S., Professor in
Hotel Administration
John J. Clark, Jr., Ph.D., Associate Professor in
Hotel Administration; Coordinator of
Properties Management
Richard A. Compton, B.S.M.E., M.S., Senior
Lecturer in Hotel Administration
Stanley W. Davis, Ph.D., Professor in Hotel
Administration; Graduate Faculty
Representative
Donal A. Dermody, M.S., Associate Professor in
Hotel Administration; Director of Workshops
Thomas M. Diehl, M.B.A., Assistant Professor in
Hotel Administration
David C. Dunn, Ph.D., Associate Professor in
Hotel Administration
Myrtle H. Ericson, M.S., Professor in Hotel
Administration
James J. Eyster, M.S., Lecturer in Hotel
Administration
W. Robert Farnsworth, B.S., Lecturer in Hotel
Administration
Eugene A. Ference, M.S., Lecturer in Hotel
Administration

Professors Clark, an electrical engineer, and Penner, an architect, check a student's project in guest room design.

- Dennis H. Ferguson, B.S., Research Associate, Research and Development
- Paul L. Gaurnier, M.S., Associate Professor in Hotel Administration; Assistant Dean of the School of Hotel Administration
- A. Neal Geller, M.B.A., Lecturer in Hotel Administration
- H. Victor Grohmann, B.S., Chairman of the Board, Needham & Grohmann, Inc.; H. B. Meek Visiting Professor in Hotel Administration
- Francine A. Herman, M.S., Senior Lecturer in Hotel Administration
- Walter Herrmann, B.S., Lecturer in Hotel Administration
- Ray Johnson, Special Instructor in Food Service
- William H. Kaven, Ph.D., Associate Professor in Hotel Administration
- Robert W. Lee, Principal, Peat, Marwick, Mitchell, & Co., New York; Lecturer in Hotel Administration
- Keith McNeill, B.S., Lecturer in Hotel Administration
- Richard G. Moore, M.E.E., M.B.A., Assistant Professor in Hotel Administration
- Stephen A. Mutkoski, B.S., Lecturer in Hotel Administration
- Malcolm A. Noden, Research Associate, Research and Development
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- Michael H. Redlin, Ph.D., Assistant Professor in Hotel Administration
- Ellen C. Seaburg, B.S., Senior Lecturer in Hotel Administration
- Thomas Selling, B.S., Special Instructor, Puerto Rican Branch
- David Sher, The David Sher Company, Lecturer in Hotel Administration
- John E. H. Sherry, B.A., J.D., Associate Professor in Hotel Administration
- John H. Sherry, B.S., LL.B., Professor in Hotel Administration
- John F. Tewey, B.S., Lecturer in Hotel Administration; Admissions and Placement Officer
- Roger Whitaker, Special Instructor in Food Service
- James C. White, Ph.D., Professor in Hotel Administration
- Donald E. Whitehead, B.S., President, Hotel Enterprises, Inc.; Lecturer in Hotel Administration
- Jack A. Barwind, Communication Arts, Cornell University
- Daniel Basile, Bache & Company, Cherry Hill, New Hampshire
- Colonel John J. Bilon, U.S. Army Club
- Management Agency, Fort Meade, Maryland
- Alexander Brailow, consultant, Gold Seal Wineries, Keuka Park, Penn Yan, New York
- Stephen W. Brener, senior vice president, Helmsley-Spear, Inc., New York, New York
- Earl Brooks, Graduate School of Business and Public Administration, Cornell University
- Richard W. Brown, vice president, Schenley Affiliated Brands Corp., New York, New York
- Emile Burgermeister, chef, L. J. Minor Co., Cleveland, Ohio
- Judith A. Burkhart, partner, Gunnar, Burkhart, Armstrong & Associates, Portland, Oregon
- Maurice Burritt, principal, Laventhol, Krekstein, Horwath and Horwath, Miami, Florida
- Charles K. Butler, general manager, Ramada Inn, Ithaca, New York
- Hubert Card, assistant administrator, Supporting Services, Mount Sinai Medical Center, New York, New York
- Victor Constantino, beverage manager, New York Hilton, New York, New York
- Charles Coulson, manager, Harvard Club, Cambridge, Massachusetts
- Benjamin V. Dekker, director, Management Division, Steak & Ale, New York, New York
- Ralph T. DeStefeno, attorney at law, Pittsburgh, Pennsylvania
- Dr. Ernest Dichter, Ernest Dichter Creativity, Ltd., Croton-on-Hudson, New York
- Robert Dowd, director of industrial relations, Hilton Hotels, New York, New York
- Galen G. Drake, Harris Kerr Forster, Denver, Colorado
- Richard Edginton, manager, Old Oaks Country Club, Purchase, New York
- J. Carl Ferrell, district sales director, Holiday Inns, Boston, Massachusetts
- William Fox, public relations director, Great Western Winery, Hammondsport, New York
- C. Burton Frawley, Jr., director, Drumlins, Syracuse, New York
- Ronald G. Fread, director of food services, Beth Israel Hospital, New York, New York
- Hilda Watson Gifford, San Francisco, California
- Thomas Gopsill, national promotional director, Cointreau Ltd., Lawrenceville, New Jersey
- Harry J. Gray, manager, Oakmont Country Club, Oakmont, Pennsylvania
- Oscar Greene, executive vice president, Schenley Affiliated Brands Corp., New York, New York
- W. W. Grice, vice president of marketing, Marriott Hotels, Washington, D.C.
- Sidney Gross, Gross & Associates, Public Relations, Inc., New York, New York
- John D. Harney, general manager and treasurer, White Hart Inn, Salisbury, Connecticut

Visiting Lecturers, 1973-74

- Henry O. Barbour, vice president, Inter-Continental Hotels, New York, New York
- David Barr, J. S. Barr & Company, Inc., Ithaca, New York

- Frederick R. Haverly, vice president of in-flight services, American Airlines, New York, New York
- James Hines, Inter-Continental Hotel Corporation, New York, New York
- David Hoffman, vice president/manpower development, Hilton International, New York, New York
- David Hook, comptroller, New York Hilton, New York, New York
- Bernard Horstmann, Peter Sichel Sons, Inc., New York, New York
- Jack P. Janetatos, Baker & McKenzie Attorneys, Washington, D.C.
- Paul C. Kilborn, vice president, Hotel/Club Division, Playboy Enterprises, Chicago, Illinois
- Jarrett B. Kling, vice president of marketing, Delcrete Corp., Rochester, New York
- Bruno Klohoker, Anheuser-Busch Brewing Co., St. Louis, Missouri
- Joseph J. Kohler III, assistant to the president, Windham Mountain Club, Windham, New York
- Jeffrey F. Kriendler, assistant director of public affairs, Pan American World Airways, New York, New York
- Alan Lapidus, architect, Morris Lapidus Associates, New York, New York
- James H. Lavenson, president, The Plaza, New York, New York
- Benjamin Lavin, president, Sugardale Foods, Inc., Canton, Ohio
- Robert Lee, principal, Peat, Marwick, Mitchell & Company, New York, New York
- Johannes N. Lichtenstein, Schenley Affiliated Brands Corp., New York, New York
- Steve Lipinski, owner, The Boxcar, Ithaca, New York
- Thomas Lisante, director of security, New York Hilton, New York, New York
- Eckhard Lubba, assistant director of food and beverage, New York Hilton, New York, New York
- Darrell B. Lucas, Upper Montclair, New Jersey
- John Lynch, Banfi Products, Farmingdale, New York
- George Marchand, chef, L. J. Minor Company, Cleveland, Ohio
- John Mariani, Jr., president, Banfi Products Corp., Farmingdale, New York
- William Mawhinney, vice president, Franklin Real Estate Investment Trust, Philadelphia, Pennsylvania
- John C. McCrudden, manager of marketing research, I.T.T.-Sheraton Corporation of America, Boston, Massachusetts
- Anna McElroy, director of housekeeping, New York Hilton, New York, New York
- Ernest Rice McKinney, assistant to executive director, A. Philip Randolph Educational Fund, New York, New York
- Gary Miller, Rums of Puerto Rico, New York, New York
- William Morton, vice president and director of marketing, I.T.T.-Sheraton Corporation of America, Boston, Massachusetts
- Mary Jo Nawrocki, Marriott Corporation, Washington, D.C.
- Robert A. Nelis, general manager, Radley Run Country Club, Westchester, Pennsylvania
- Jacques Noe, executive chef, IdleWild Farms, New York
- Allen Ostroff, general manager, New York Hilton, New York, New York
- Dennis O'Toole, special projects coordinator, Rockresorts, Inc., New York, New York
- George Packowski, assistant vice president, Seagram & Sons, Inc., New York, New York
- Dwight Palmer, Palmer Fish Co., Rochester, New York
- Robert Perloff, Graduate School of Business, University of Pittsburgh, Pittsburgh, Pennsylvania
- Joseph S. Pierce, president, Pierce's Restaurant, Elmira, New York
- Jorge Portero, rehabilitation manager, New York Hilton, New York, New York
- William F. Prigge, vice president marketing, Hilton International, New York, New York
- Norbert Rademacher, director of food and beverage, New York Hilton, New York, New York
- David Reilly, partner, Sherry-Lehmann, Inc., New York, New York
- William Ricco, The Plaza, New York, New York
- Dr. Andrew Rice, research director, Taylor Wine Co., Hammondsport, New York
- Thomas P. Root, director, Department of Dormitory & Food Services, Princeton University, Princeton, New Jersey
- Roger S. Ross, manager, Piping Rock Club, Locust Valley, New York
- Don Roth, owner, Roth's Blackhawk Restaurant, Chicago, Illinois
- Elliott Sackler, assistant to general manager, New York Hilton, New York, New York
- Ken Sanderson, district manager, Economics Laboratory, Inc., St. Paul, Minnesota
- Elliseva Sayers, public relations, Port Wines, New York, New York
- Joseph Schinasi, assistant comptroller, New York Hilton, New York, New York
- Gordon Schneider, Western International Hotels, Seattle, Washington
- R. E. Schultz, vice president, Computer Services, Holiday Inns, Inc., Memphis, Tennessee
- Alan Seigel, Arent, Fox, Kintner, Plotkin and Kahn, Washington, D.C.
- Joseph P. Simon, vice president and general manager, Airline Services Division, Dobbs Houses, Inc., Memphis, Tennessee
- Charles E. Smith, general manager, Chevy Chase Club, Chevy Chase, Maryland
- Professor Emeritus Laura Lee Smith, Cornell University
- George Suhr, president, Hotel Representative, Inc., New York, New York



E. Howland Swift, vice president and general manager, Oceans Condominiums Corp., Virginia Beach, Virginia
 Jamie Tafla, rooms division manager, New York Hilton, New York, New York
 Sheldon Tannen, "21" Club, New York, New York
 William Thor, manager, Downtown Athletic Club, New York, New York
 Darcy Fellows Todia, National Restaurant Association, Chicago, Illinois
 Ernest A. Tosi, president, Knorr-Swiss, Braintree, Massachusetts
 Edytha A. Turgeon, Turgeon Brothers, Inc., Buffalo, New York
 Frank A. Turgeon, Turgeon Brothers, Inc., Buffalo, New York
 Dr. Wallace Wallace, director, The Science Center, Philadelphia, Pennsylvania
 Marshall Warfel, vice president, I.T.T.-Sheraton Corporation, Boston, Massachusetts

Herbert Warren, associate professor, Law School, Cornell University
 Raymond Watts, general manager, The Houston Club, Houston, Texas
 Donald W. White, vice president, Hendrie's, Inc., Milton, Massachusetts
 Donald Whitehead, president, Hotel Enterprises, Inc., Hampton Bays, New York
 Peter Winslow, Laventhol, Krekstein, Horwath and Horwath, New York, New York
 Julius Wile, Sr., vice president, Julius Wile Sons & Co., New York, New York
 Stanford Wolf, president, Paul Masson, Saratoga, California
 Thomas Yeaton, assistant manager, Piping Rock Club, Locust Valley, New York
 Joseph Zaffy, vice president and director of industrial relations, I.T.T.-Sheraton Corporation of America, Boston, Massachusetts

Professor Rainsford presents to a class in food chemistry the yield factors and palatability characteristics of beef and pork roasts prepared at different temperatures and by different methods. The beakers to the right hold meat juices and fat lost through each procedure.



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List of Announcements

Following is a list of *Announcements* published by Cornell University to provide information on programs, faculty, facilities, curricula, and courses of the various academic units.

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Graduate Study in Engineering and Applied
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School of Hotel Administration
New York State College of Human Ecology
New York State School of Industrial and Labor
Relations
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Graduate School of Medical Sciences
(New York City)
Cornell University—New York Hospital
School of Nursing (New York City)
Graduate School of Nutrition
Officer Education (ROTC)
Summer Session
New York State Veterinary College

* The *Announcement of General Information* is designed to give prospective students pertinent information about all aspects and academic units of the University.

Requests for the publications listed above should be addressed to

Cornell University Announcements
Edmund Ezra Day Hall
Ithaca, New York 14850.

(The writer should include a zip code.)

